Baltimore City Community College Realignment Plan Status Update
Report Required by Maryland Education Code § 16-505.2 SB 667/Ch. 49, 2023 (MSAR#14950)

The Maryland Education Code, § 16-505.2, entitled "Report on progress in implementing duties and responsibilities of Board of Trustees" requires the Baltimore City Community College Board of Trustees to "report to the Governor and, in accordance with § 2-1257 of the State Government Article, to the Senate Education, Energy, and the Environment Committee and the House Appropriations Committee of the General Assembly regarding its progress in implementing the duties and responsibilities listed under § 16-505(c) of this subtitle." Section 16-505(c) of the Education Article is known as the realignment.

Baltimore City Community College
Final Version
December 1, 2023

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CHARGE

The Maryland Education Code, § 16-505.2, entitled "Report on progress in implementing duties and responsibilities of Board of Trustees" requires the Baltimore City Community College Board of Trustees to "report to the Governor and, in accordance with § 2-1257 of the State Government Article, to the Senate Education, Energy, and the Environment Committee and the House Appropriations Committee of the General Assembly regarding its progress in implementing the duties and responsibilities listed under § 16-505(c) of this subtitle." Section 16-505(c) of the Education Article is known as the realignment.

The President and her Cabinet continue to lead the execution of the Realignment Tasks in accordance with their areas of expertise and oversight, and in collaboration with all divisions of the College. The following narratives for each Realignment Task were written in that spirit.

REALIGNMENT TASK 1

"Review and strategically align core course offerings of BCCC, consistent with accreditation requirements, and focused on the needs of students at BCCC and the workforce of Baltimore City."
Dr. Jacqueline Hill, Vice President, Academic Affairs

January – March

2023-2024 Catalog Updates

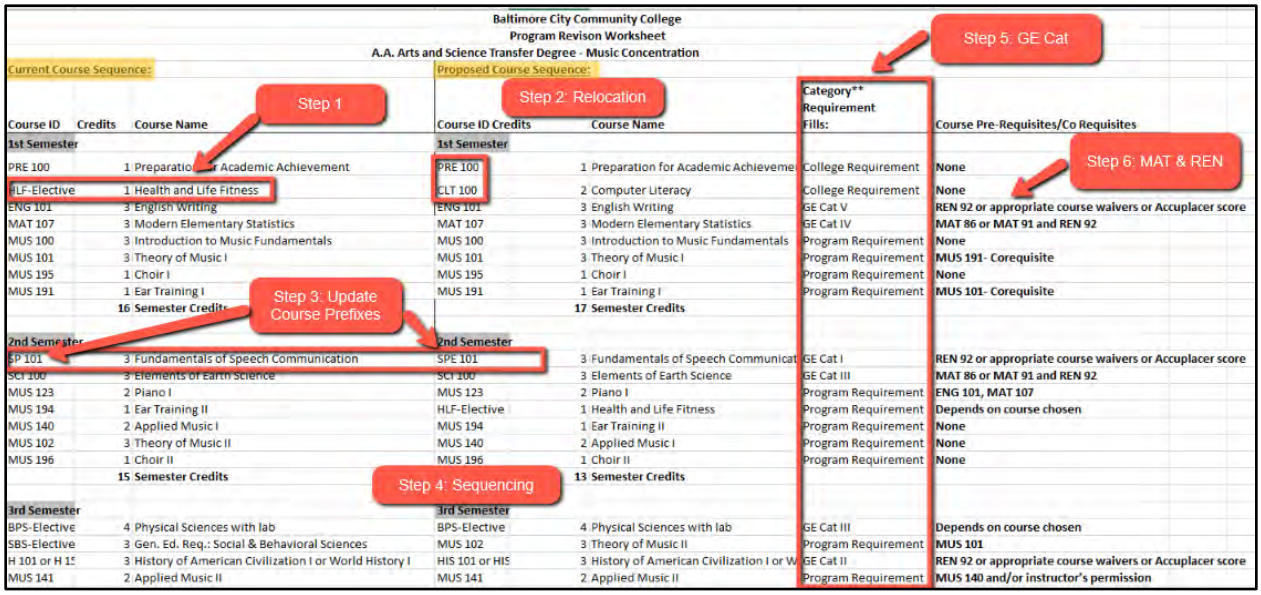
After receiving feedback from the Academy pertaining to the 2023-2024 Catalog, Assistant Vice President (AVP) for Academic Affairs and the SNHP Dean requested that the Academy submit course and program-specific information for approval through the Curriculum and Instruction Committee (CIC), as well as the Senate Executive Committee (SEC). The Academy completed the following seven steps.

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

Timeline for CIC & SEC Approval

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

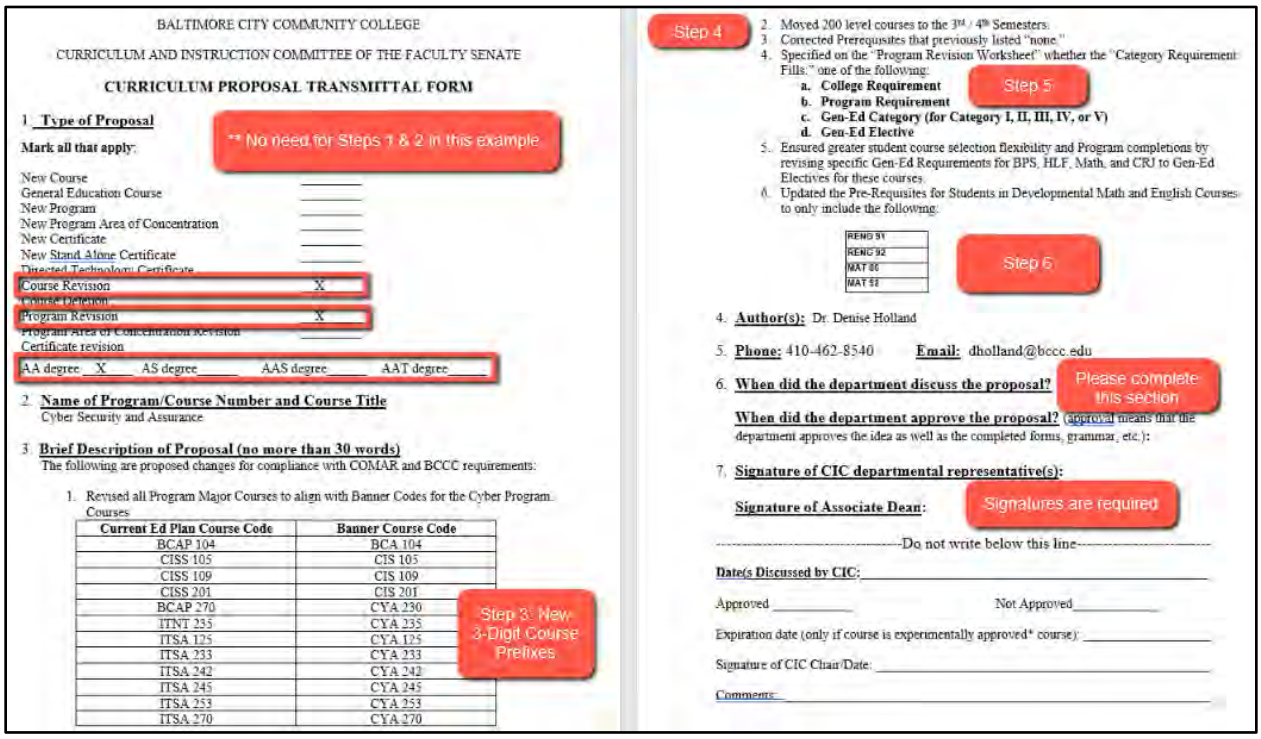
Exemplar – Program Revision Worksheet



Baltimore City Community College
Program Revison Worksheet
A.A. Arts and Science Transfer Degree - Music Concentration

Current Course Sequence:			Proposed Course Sequence:				
Course ID	Credits	Course Name	Course ID	Credits	Course Name	Category** Requirement Fills:	Course Pre-Requisites/Co Requisites
1st Semester			1st Semester				
PRE 100	1	Preparation for Academic Achievement	PRE 100	1	Preparation for Academic Achieveme	College Requirement	None
HLF-Elective	1	Health and Life Fitness	CLT 100	2	Computer Literacy	College Requirement	None
ENG 101	3	English Writing	ENG 101	3	English Writing	GE Cat V	REN 92 or appropriate course waivers or Accuplacer score
MAT 107	3	Modern Elementary Statistics	MAT 107	3	Modern Elementary Statistics	GE Cat IV	MAT 86 or MAT 91 and REN 92
MUS 100	3	Introduction to Music Fundamentals	MUS 100	3	Introduction to Music Fundamentals	Program Requirement	None
MUS 101	3	Theory of Music I	MUS 101	3	Theory of Music I	Program Requirement	MUS 191- Corequisite
MUS 195	1	Choir I	MUS 195	1	Choir I	Program Requirement	None
MUS 191	1	Ear Training I	MUS 191	1	Ear Training I	Program Requirement	MUS 101- Corequisite
	16	Semester Credits		17	Semester Credits		
2nd Semester			2nd Semester				
SP 101	3	Fundamentals of Speech Communication	SPE 101	3	Fundamentals of Speech Communicat	GE Cat I	REN 92 or appropriate course waivers or Accuplacer score
SCI 100	3	Elements of Earth Science	SCI 100	3	Elements of Earth Science	GE Cat III	MAT 86 or MAT 91 and REN 92
MUS 123	2	Piano I	MUS 123	2	Piano I	Program Requirement	ENG 101, MAT 107
MUS 194	1	Ear Training II	HLF-Elective	1	Health and Life Fitness	Program Requirement	Depends on course chosen
MUS 140	2	Applied Music I	MUS 194	1	Ear Training II	Program Requirement	None
MUS 102	3	Theory of Music II	MUS 140	2	Applied Music I	Program Requirement	None
MUS 196	1	Choir II	MUS 196	1	Choir II	Program Requirement	None
	15	Semester Credits		13	Semester Credits		
3rd Semester			3rd Semester				
BPS-Elective	4	Physical Sciences with lab	BPS-Elective	4	Physical Sciences with lab	GE Cat III	Depends on course chosen
SBS-Elective	3	Gen. Ed. Req.: Social & Behavioral Sciences	MUS 102	3	Theory of Music II	Program Requirement	MUS 101
H 101 or H 15	3	History of American Civilization I or World History I	HIS 101 or HIS	3	History of American Civilization I or W	GE Cat II	REN 92 or appropriate course waivers or Accuplacer score
MUS 141	2	Applied Music II	MUS 141	2	Applied Music II	Program Requirement	MUS 140 and/or instructor's permission

Exemplar - Curriculum Proposal Transmittal Form



BALTIMORE CITY COMMUNITY COLLEGE

CURRICULUM AND INSTRUCTION COMMITTEE OF THE FACULTY SENATE

CURRICULUM PROPOSAL TRANSMITTAL FORM

1. **Type of Proposal**

Mark all that apply:

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

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

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

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

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

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

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

Step 3: New 3-Digit Course Prefixes

Step 4

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

Step 5

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

RENG 91
RENG 92
MAT 86
MAT 88

Step 6

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

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

6. **When did the department discuss the proposal?**

Please complete this section

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

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

Signature of Associate Dean:

Signatures are required

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

Date(s Discussed by CIC: _____

Approved _____ Not Approved _____

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

Signature of CIC Chair/Date: _____

Comments: _____

The School of Arts and Social Sciences developed three new certificate and degree programs subsequently approved by the Maryland Higher Education Commission (MHEC):

- Communications (Certificate)
- Communications (Associate of Arts Degree Program)
- American Sign Language and Deaf Studies (Associate of Arts Degree Program)

Other programs subsequently approved by MHEC:

- Digital Marketing (Certificate)
- Cybersecurity Digital Forensics (Associate of Applied Science Degree Program)
- Transportation and Supply Chain Management (Associate of Applied Science Degree Program)

Bard Library and Learning Commons

Library services were offered and monitored as illustrated below.

February Monthly Statistics

Who do we serve?	**Feb. 2023**	**Feb. 2022**	**Year to date FY 2023**	**Year to date FY 2022**
Circulation of Print / Media		6	165	6
Use of Reserve Materials		8	264	8
Database Sessions				
Database Searches		3,535	20,569	33,859
Articles Retrieved		2,505	13,890	20,650
Library Online Public Access Catalog (OPAC)				
eBook downloads		96	628	731

Who do we serve?	Feb. 2023	Feb. 2022	Year to date FY 2023	Year to date FY 2022
Use of Group Study Rooms		18	847	18
Computer Usage	0	0	0	0
Laptop Usage		7	64	7
Printed Pages	5,906	1,498	30,462	1,498
Gate Count	5,980	2,191	52,443	2,191
Registration of new Patrons	11	12	110	12
Registration/Update of Community patrons			24	0
Information Services				
Information Literacy Sessions	5	9	50	55
Information Literacy Attendance	51	102	555	591
Technology Training Sessions	3	2	26	26
Technology Training Attendance	2	1	8	14
Training Center Use by Other College	0	0	3	0
Book Purchases - Print	57	0		74
Book Purchases - eBooks	6	0		6
Rapid Response-Students	0	0	4	0
Rapid Response-Faculty and Staff	0	0	5	0
ILL Requests/ Document Delivery	0	0	1	0
eBook Purchases via Patron Driven	0	0	0	0
Community/Alumni Services	0	0	0	0
LibAnswers & Social Media				
LibAnswers	7	14	521	545
Facebook Followers		511	0	511
Facebook Engagement		2	73	128
Instagram Followers		73	0	73
Instagram Engagement		0	0	0

LibGuides noted an increase in usage during February by 199 views. There were a total of 1172 views by BCCC students. The most popular guides were APA Papers 7th edition (340 views), MLA 9th Edition (191 views), Online Databases (146 views), and Library Handouts (114 views).

Other Events

Adjunct Faculty Appreciation Event

Associate Dean and the psychology Program Coordinator planned and prepared for an adjunct faculty Open House scheduled for Saturday, March 11. The goal demonstrated a deep appreciation for BCCC's adjunct faculty, encourage and motivate them as an essential part of the BCCC community, and provide support and necessary guidelines and information. The Open House included updates on BCCC Self-Study for Middle States Commission on Higher Education (MSCHE), classroom management scenarios and discussion, College updates, Banner and Canvas information, and FAQ session covering support services, expectations, and adjunct evaluation information.

Faculty Development Opportunities

In February and March, E-Learning conducted additional Canvas training and training on the design of courses within the Canvas learning management system. In coordination with the Office of Assessment, E-Learning also trained faculty on acquiring outcomes, rubrics, and other pertinent assessment data as the College transitions to a new process of capturing

data for assessment.

In March and April, E-Learning presented the following trainings:

Canvas Intermediate User Training

The intermediate-level training was for users familiar with the basics of using Canvas. The training covered a detailed review of quizzes, Speedgrader, and grade book functions.

The Nine Events of Building an Engaging Online Curriculum

Developing an effective and engaging online course requires the consideration of nine events of instruction that are an important foundation for student success. The first session of a two-part series covered the nine events of instruction, provided examples of how to incorporate and align the events and Quality Matters Rubrics into course designs.

Rubrics, Outcomes & Assessment

The training covered creating outcomes and rubrics, attaching outcomes, and capturing data for assessment.

Advanced Canvas User Training

Canvas users took courses to the next level using the Rich Content Editor (RCE) provided as part of a Canvas subscription. Using the RCE allowed for embedding media, using color, and creating course content that draws students' attention.

Intelligent Learning Platform (ILP) Grading

The session included a five-minute refresher on how to submit final grades using the ILP tool.

April

School of Nursing and Health Professions

On March 1, 2023, the Nursing faculty attended a webinar presented by the Maryland Nursing Workforce Center. A demonstration was conducted on the Maryland NextGen NCLEX Test Bank and Faculty Case Studies Project. The Nursing Program Coordinator was selected as BCCC's Champion/primary contact for this project.

On March 24, 2023, the Associate Dean of Nursing and Nursing Program Coordinator met virtually with the Regional Director of Five Medicine to begin an exploratory discussion of using the Five Medicine community sites for clinical experiences for nursing students. Another meeting was scheduled to provide the logistics and guidelines needed to ensure that this opportunity will meet the educational needs of the nursing curriculum.

School of Business, Science, Technology, Engineering, and Mathematics

The Computer-Aided Design and Drafting (CADD) Program Coordinator and CADD graduating student represented BCCC's CADD program at the Science, Technology, Engineering, Art, and Mathematics (STEAM) career expo. The National Coalition of 100 Black Women Baltimore Metro chapter organized the STEAM fair in partnership with the Baltimore Design School. This expo allowed students to meet successful individuals in the STEAM career tracks and explore numerous STEAM career fields. Presenters from various companies and universities/colleges in Maryland attended. as they shared their knowledge and experience about STEAM professions.

School of Arts and Social Sciences

Mayor's Scholars Program Summer Classes

The SASS Dean met with the Vice President of Student Affairs (VPSA), Dr. Jade Borne, and other student services representatives to plan for the Mayor's Scholars summer program (MSP). Student cohorts were created, and a weekly schedule has been devised to accommodate these students. The Dean worked with the Registrar's Office to schedule over 30 classes in the summer II session to accommodate students enrolled in this program.

Academic Support

E-Learning

In April, E-Learning executed a procurement for video/audio recording equipment that was used to create high-impact content for training and coursework.

E-Learning procured software to add analytics and accessibility features through Canvas Studio and Anthology's Ally to increase student engagement and accessibility.

E-Learning staff attended a one-day Quality Matters workshop focused on online course development and instruction quality. The day of virtual workshops provided some new techniques and allowed for an enhanced understanding of the direction online learning is moving toward, especially in a time of rapid technology leaps and AI development.

Bard Library and Learning Commons

The annual IPEDS report was completed and submitted on April 5, 2023.

LibGuides noted a decrease in usage during April by 721 views. In April, there was a total of 1408 views by BCCC students. The most popular guides this month are APA Papers 7th Edition (363 views), MLA 9th Edition (339 views), Online Databases (277 views), and Library Handouts (107 views).

April Monthly Statistics

Who do we serve?	April 2023	April 2022	Year to date FY 2023	Year to date FY 2022
Circulation of Print / Media	11	8	205	27
Use of Reserve Materials	11	25	326	54
Database Sessions				
Database Searches		4,950	29,172	43,145
Articles Retrieved		3,667	19,157	27,033
eBook downloads		122	813	935
Use of Group Study Rooms	187	63	1,601	83
Laptop Usage	12	2	78	12
Printed Pages	4,226	1,274	39,536	3,970
Gate Count	5,358	1,952	64,770	7,005
Registration of new Patrons	6	9	128	34
Registration/Update of Community patrons	1	0	25	0
Information Services				
Information Literacy Sessions	9	4	68	68
Information Literacy Attendance	62	37	707	734
Technology Training Sessions	3	7	37	42
Technology Training Attendance	1	2	13	22
Training Center Use by Other College	1	0	4	0
Book Purchases - Print	0	0		74
Rapid Response-Students	0	0	5	0
Rapid Response-Faculty and Staff	0	0	5	0
ILL Requests/ Document Delivery	0	0	2	0
Community/Alumni Services	1	0	1	0
LibAnswers & Social Media				
LibAnswers	5	13	532	569
Facebook Followers	502	508	502	508

Facebook Engagement	4	0	77	129
Instagram Followers	67	71	67	71

May

The Academic Deans, program coordinators, and faculty worked diligently to review the academic curriculum, course content, and core courses so that all programs continue to meet state and national accreditation requirements.

School of Nursing and Health Professions

On March 8, 2023, the Associate Dean of Nursing and Nursing Program Coordinator met with administrators at Broadmead Health to begin an exploratory discussion of its site for clinical experiences for BCCC nursing students.

June

School of Nursing and Health Professions

On Friday, June 4th, BCCC's Paramedic students visited the Maryland State Police (MSP) EMS Aviation Command Center. Under the direction of EMS Program Coordinator and EMS Clinical Coordinator, students met at the MSP Aviation Hangar in Middle River, MD. Students learned about the aviation program's rich history, the services this unit provides, and the prerequisites needed to enter such a distinguished program. Students were highly engaged. The flight EMT instructors also agreed to conduct several training sessions with BCCC's Paramedic students during the fall and spring semesters as it pertains to resuscitating and developing patent airways in emergency settings.

Paramedic Students Visit the Maryland State Police Aviation Hangar in Middle River, MD

July – September

School of Arts and Social Sciences (SASS)

The College received full approval for the Associate of Arts in Communications on June 8, 2023, and Associate of Arts in American Sign Language and Deaf Studies on June 22, 2023, from the Maryland Higher Education Commission.

School of Nursing & Health Professions (SNHP)

The College received approval for the substantial modification of the Associate of Applied Science in Health Information Technology on August 22, 2023.

School of Business, Science, Technology, Mathematics, & Engineering (BSTEM)

On August 8, 2023, BCCC was designated as a National Center of Academic Excellence in Cyber Defense (CAE-CD) for the validated program(s) of study through academic year 2028.

BCCC's ability to meet the increasing demands of the program criteria will serve the nation well in contributing to the protection of the National Information Infrastructure. The National Cyber Strategy, September 2018, addresses the critical shortage of professionals with cybersecurity skills and highlights the importance of higher education as a solution to defending America's cyberspace. "A highly skilled cybersecurity workforce is a strategic national security advantage." "The United States Government will continue to invest in and enhance programs that build the domestic talent pipeline, from primary through postsecondary education." Education is the key to promoting these ideals.

Academic Support

E-Learning

The College published the 2023-2024 Catalog which included changes from the respective Cabinet areas, Curriculum and Instruction Committee, and Senate Executive Committee.

E-Learning developed a new Canvas tutorial for students to assist with learning how to navigate and access the Canvas Learning Management System.

Bard Library and Learning Commons

August Monthly Statistics

Who do we serve?	**August, 2023**	**August, 2022**	**Year to date FY 2024**	**Year to date FY 2023**
Circulation of Print / Media		18	25	41
Use of Reserve Materials		69	17	85
Database Sessions				
Database Searches		939	0	2,621
Articles Retrieved		545	0	1,819
Library Online Public Access Catalog				
eBook downloads		39	0	96
Use of Group Study Rooms		59	0	86
Computer Usage	0	0	0	0
Laptop Usage			5	0
Printed Pages	5,117	2,871	7,718	3,552
Gate Count		5,588	3,474	14,621
Registration of new Patrons		39	4	57
Registration/Update of Community patrons			0	0
Information Services				
Information Literacy Sessions	8	3	8	13
Information Literacy Attendance	139	50	139	139
Technology Training Sessions	1	2	1	2
Technology Training Attendance	1	1	1	1
Training Center Use by Other College		0	0	0
Book Purchases - Print		4		
Book Purchases - eBooks		0		
Rapid Response-Students		2	0	2
Rapid Response-Faculty and Staff		2	0	2

Who do we serve?	August, 2023	August, 2022	Year to date FY 2024	Year to date FY 2023
ILL Requests/ Document Delivery	0	0	0	0
eBook Purchases via Patron Driven		0	0	0
Community/Alumni Services		0	0	0
LibAnswers & Social Media				
LibAnswers	11	9	18	18
Facebook Followers	501	503	501	503
Facebook Engagement	0	192	0	192
Instagram Followers	66	68	66	68
Instagram Engagement	0	0	0	0

LibGuides noted a decrease in usage during August by 81 views. There was a total of 851 views by BCCC students. The most popular guides this month are APA Papers 7th edition (166 views), Textbooks (126 views), MLA 9th Edition (96 views), and Online Databases (94 views).

Faculty Development Opportunities

The College hosted its annual Professional Development Week for the opening of the academic 2023-2024 year. There were 20 sessions that included information on the following:

- Never Attended Reporting
- Program Assessment and Rubrics
- Best Practices in Course Design
- Academic Partnerships and Articulation
- Academic Outreach Programs
- Title IX
- Student Conduct
- Workforce Development and Academic Affairs Panel

The College hosted the Adjunct Faculty Academy on Saturday, August 19, 2023, with more than 70 participants. Presentations included Classroom Management and other topics were presented to full-time faculty during opening week.

October

School of Arts and Social Sciences (SASS)

Early Childhood Education A.A. Program

A proposal for an Early Childhood Education degree program was approved by both the Curriculum Instruction Committee and the Senate Executive Committee. This new program was developed to give students a seamless transfer option to four-year institutions. It was created in response to the development of a new MOU with Baltimore City Public Schools to enable paraprofessionals in the public schools to earn an associate degree in Early Childhood Education at BCCC. This is a MOU with the College which will bring a number of new students into the School's Early Childhood Education program starting in January of 2024.

American Sign Language Certificate Program

A proposal for an American Sign Language (ASL) Certificate program was approved by the Curriculum Instruction Committee and submitted to the Senate Executive Committee for review. This "stackable credential" accompanies the American Sign Language A.A. degree program that was approved by BCCC and MHEC, and which is now in the catalogue and ready for enrollment. The ASL Certificate will provide students with thorough preparation in cultural competency and conversation-level fluency to complete additional preparation or training for a variety of careers. SASS is currently searching for a full-time faculty member/Program Coordinator in ASL to run the program and build enrollment.

School of Nursing & Health Professions (SNHP)

The Health Information Technology (HIT) Program recently received a letter of good standing from the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM). In this letter, the Commission reported receiving and accepting the Annual Program Assessment Report as required by the CAHIIM Accreditation Standards. It also recognized BCCC HIT program's commitment to continuous quality improvement in higher education.

Academic Support

E-Learning

Work has begun on the 2024-25 catalog redesign. The redesign aims to make the catalog a more helpful tool for students and other stakeholders.

The student tutorial is live and has had over 400 views since implementation. E-Learning has turned its focus to faculty tutorials. The work is focused on a short series of videos for faculty. The playlist being constructed and filmed centers around short how-to sessions, helpful walkthroughs, and Canvas refreshers. These videos are 2 to 5 minutes long and are focused on specific topics of interest to faculty, new and seasoned alike.

The E-Learning team is collaborating with Information Technology Services (ITS) to implement better integration between Banner Self-Service and Canvas. The Experience dashboard will allow students to navigate through the self-services page directly to an assignment for completion in Canvas using single sign on. The goal is to create seamless access to coursework regardless of how the student interacts with the College.

A final project involves outcomes and blueprints on Canvas. E-Learning has met with approximately 2/3 of program coordinators and course facilitators to continue the work to integrate outcomes into coursework within Canvas. These assessment blueprints will allow the College to capture student-level outcomes data, aggregate the data, and track trends over time using Excel's power query or a more formal assessment tool. Potential future integration with assessment software and Banner would create a potent analytical tool for tracking the impact of curriculum changes.

Bard Library and Learning Commons

BCCC hired a new Library Director who comes with a K-12 and public library background, a master's in library science and a doctorate degree in instructional systems technology.

September Monthly Statistics

Who do we serve?	**Sept. 2023**	**Sept. 2022**	**Year to FY 2024**	**Year to date FY 2023**
Circulation of Print / Media	51	24	117	65
Use of Reserve Materials	27	56	80	141
Database Sessions				
Database Searches	3,582	4,393	7,124	7,014
Articles Retrieved	1,300	2,849	3,387	4,668
Library Online Public Access Catalog				
eBook downloads	99	95	254	191
Use of Group Study Rooms	262	231	400	317
Computer Usage	0	0	0	0
Laptop Usage	3	13	11	13
Printed Pages	10,590	5,226	19,180	8,778
Gate Count	8,554	8,405	17,751	23,026
Registration of new Patrons	16	25	38	82
Registration/Update of Community patrons	0	0	0	0
Information Services				
Information Literacy Sessions	21	12	29	25

Who do we serve?	Sept. 2023	Sept. 2022	Year to FY 2024	Year to date FY 2023
Information Literacy Attendance	337	167	476	306
Technology Training Sessions	2	2	3	4
Technology Training Attendance	1	1	2	2
Training Center Use by Other College	0	3	0	3
Book Purchases - Print	9	8		
Book Purchases - eBooks	0	0		
Rapid Response-Students	1	2	1	4
Rapid Response-Faculty and Staff	0	3	0	5
ILL Requests/ Document Delivery	0	0	0	0
eBook Purchases via Patron Driven	0	0	0	0
Community/Alumni Services	0	0	0	0
LibAnswers & Social Media				
LibAnswers	7	31	25	49
Facebook Followers	502	502	502	502
Facebook Engagement	36	42	36	234
Instagram Followers	67	68	67	68
Instagram Engagement	0	0	0	0

November

Across the Academy, faculty are engaging with the Offices of E-Learning and Assessment to update courses in the learning management system, Canvas. The focus of these updates is to integrate learning outcomes assessment more seamlessly into course administration and align data collection practices for more rigorous data trending. Learning outcomes assessment data are used to make meaningful changes to course offerings, ensuring the needs of the students and community workforce are met through quality education.

School of Arts and Social Sciences

In October, four new cadets from BCPD registered for courses to begin the Law Enforcement AAS degree program. This initiative is an articulated partnership between the Baltimore City Police Department, Baltimore City Community College, and the University of Baltimore.

School of Business, Science, Technology, Engineering, and Mathematics

In October, the Accreditation Council of Business Schools and Programs (ACBSP) Self-Study team was assembled and met to review the ACBSP Standards. Leads of the working groups have also been assigned and are meeting with their teams weekly to draft the required narratives and gather evidentiary documents to support compliance.

The team has begun supporting the redesign effort for CLT-100 to create impactful change and foster greater success for students. This project could develop into a roadmap for future course redesign efforts.

Academic Support

Bard Library and Learning Commons

October Monthly Statistics

Who do we serve?	Oct., 2023	Oct., 2022	Year to FY 2024	Year to FY 2023
Circulation of Print / Media		54	117	119

Who do we serve?	Oct., 2023	Oct., 2022	Year to FY 2024	Year to FY 2023
Use of Reserve Materials		30	80	171
Database Sessions				
Database Searches		4,208	7,124	11,222
Articles Retrieved		2,936	3,387	7,604
Library Online Public Access Catalog				
eBook downloads		133	254	324
Use of Group Study Rooms		275	400	592
Computer Usage	0	0	0	0
Laptop Usage		33	11	46
Printed Pages	11,570	5,256	30,750	14,034
Gate Count		8,338	17,751	31,364
Registration of new Patrons			38	82
Registration/Update of Community patrons		24	0	24
Xerox Copier			0	0
Information Services				
Information Literacy Sessions	15	7	44	32
Information Literacy Attendance	184	86	660	392
Technology Training Sessions	9	9	12	13
Technology Training Attendance	4	2	6	4
Training Center Use by Other College	0	0	0	3
Book Purchases - Print		1		
Book Purchases - eBooks		0		
Rapid Response-Students		0	1	4
Rapid Response-Faculty and Staff		0	0	5
ILL Requests/ Document Delivery	1	0	1	0
eBook Purchases via Patron Driven			0	0
Community/Alumni Services			0	0
LibAnswers & Social Media				
LibAnswers	14	21	39	70
Facebook Followers	501	501	501	501
Facebook Engagement	0	11	36	245
Instagram Followers	66	68	66	68
Instagram Engagement	0	0	0	0

LibGuides noted an increase in usage during October by 1,396 views. There was a total of 3506 views from BCCC students. The most popular guides this month are APA Papers 7th edition (1,432 views), Online Databases (411 views), MLA 9th Edition (324 views), and Library Handouts (250 views).

REALIGNMENT TASK 2

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

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

January – March

Workforce Development Program Development and Expansion

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

Enrollments for Fall 2022

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

Current Enrollments for Spring 2023

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

Baltimore Alliance For Careers in Healthcare

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

Center for Urban Families

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

Goodwill Industries

Workforce Development coordinated in fall 2022 with Goodwill Industries on two training opportunities. A Certified Nursing Assistant (CNA) cohort of fifteen (15) students who are completing clinicals and were licensed before year end. As well as a Pharmacy Technician cohort of sixteen (16) students that have completed clinicals and were licensed with MBON in early 2023.

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

Concerted Care

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

Baltimore City Schools - Green Street Academy

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of 22 students began training for Certified Nursing Assistant that will lead to licensing. The class is on track to finish in April 2023. The program is located at Green Street Academy and meets Monday through Friday.

LifeBridge Health

A Cohort of seven (7) Sinai Hospital employees began course sequence Certified Nursing Assistant (CNA) course sequence in October 2022. The course completed in February 2023 and all students received licensing with the MD Board of Nursing (MBON).

A new CNA cohort of eight 8 students will begin in March 2023 with an expected completion in June 2023.

A Certified Medicine Aide (CMA) cohort to begin in March 2023 with ten (10) students that completed and certified in June 2023.

University of Maryland Medical Center

Workforce Development and the University of Maryland Medical Center brought in five (5) students for the Patient Care Tech program that began in January. The class will finish in June 2023.

University of Maryland is also interested in beginning a Phlebotomy training cohort of up to 15 students with an expected June 2023 start.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. There was a total of 5 cohorts offered, of which the 35 students that have tested, 32 have passed to receive their Commercial Driver's License, Class B.

The program continues to successfully train students for CDL-B licensure with the MVA. Five students from the October cohort received their license in February and six more were scheduled to be completed in early March.

Other Funding Opportunities

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

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

Career Services Updates

Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.

Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.

Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.

Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide comprehensive support to completers.

April

Workforce Development Program Development and Expansion

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

Current Enrollments for Spring 2023

Certified Nursing Assistant (CNA): 60
Patient Care Tech (PCT): 17
Venipuncture: 15
Pharmacy Technician: 27
Community Health Worker: 18
Childcare: 42
Commercial Driver's License (CDL-B): 33
Cybersecurity: 57

Center for Urban Families

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

Goodwill Industries

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

In January 2023, we began a CNA cohort of eight (8) students that completed in March 2023. As well as a Pharmacy cohort of twelve (12) students that will complete in June 2023. In April, we will begin a new cohort for CNA, expected enrollment of ten (10) and Pharmacy Technician, Expected enrollment of sixteen (16).

LifeBridge Health

A Cohort of seven (7) Sinai Hospital employees began course sequence for Certified Nursing Assistant (CNA) in October. Students are engaged and complete all course work. We anticipate all students completed in February 2023 lead to licensing with the MD Board of Nursing (MBON).

A new CNA cohort of eight (8) students began in March 2023 with an expected completion in June 2023.

University of Maryland Medical Center

Workforce Development and the University of Maryland Medical Center brought in five (5) students for the Patient Care Tech program that began in January. The class will complete in June 2023.

The University of Maryland is also interested in beginning a Phlebotomy training cohort of up to 15 students with an expected June 2023 start.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. There was a total of 5 cohorts offered, of which the thirty – five students that have tested, thirty - two (32) have passed to receive their Commercial Driver's License, Class B.

The program continues to successfully train students for CDL-B licensure with the MVA. Since October eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test before June 2023.

Other Funding Opportunities

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

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

May

Workforce Development Program Development and Expansion

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

Current Enrollments for Spring 2023

Certified Nursing Assistant (CNA): 60
Patient Care Tech (PCT): 17
Venipuncture: 15
Pharmacy Technician: 27
Community Health Worker: 18
Childcare: 42
Commercial Driver's License (CDL-B): 33
Cybersecurity: 57

Goodwill Industries

In April 2023 we began a Certified Nursing Assistant (CNA) cohort of sixteen (16) that are scheduled to complete in July 2023. As well as a Pharmacy Technician cohort of ten (10) students that are scheduled for completion in August 2023.

In January 2023, we began a CNA cohort of eight (8) students that completed in March 2023. As well as a Pharmacy cohort of twelve (12) students that will complete in June 2023. In April, we will begin a new cohort for CNA, expected enrollment of ten (10) and Pharmacy Technician, Expected enrollment of sixteen (16).

Baltimore City Schools - Green Street Academy

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty-two (22) students began training for Certified Nursing Assistant that will lead to licensing. The class is on track to be completed in April 2023. The class completed in April 2023 and all students successfully completed the course with nineteen (19) having completed clinicals and pending MBON CNA certification. The remaining three (3) are scheduled to complete clinicals this month.

LifeBridge Health

A new CNA cohort of eight 8 students began in March 2023 with an expected completion in June 2023. All students will complete their clinicals in June and submit their applications to MBON upon completion.

In March we began a cohort of ten (10) Sinai Hospital employees for Certified Medicine Aide. All students are on track to complete the course and clinicals in June.

University of Maryland Medical Center

Workforce Development and the University of Maryland Medical Center brought in five (5) students for the Patient Care Tech program that began in January. The class will complete in June 2023 and students will be eligible to sit for certification exam.

The University of Maryland is also interested in beginning a Phlebotomy training cohort of up to 15 students with an expected June 2023 start.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. There was a total of 5 cohorts offered, of which the thirty – five students that have tested, thirty - two (32) have passed to receive their Commercial Driver's License, Class B.

The program continues to train students for CDL-B licensure with the MVA. Since October, eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test before June 2023.

Other Funding Opportunities

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

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

June

Workforce Development Program Development and Expansion

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

Current Enrollments for Spring 2023

Certified Nursing Assistant (CNA): 60
Patient Care Tech (PCT): 17
Venipuncture: 15
Pharmacy Technician: 27
Community Health Worker: 18
Childcare: 42
Commercial Driver's License (CDL-B): 33
Cybersecurity: 57

Center for Urban Families

In partnership with MOED's Train up program, CFUF has enrolled forty-three (43) students in CNA, CDL, Cyber, and CHW programs since January 2023.

Goodwill Industries

In January 2023, we began a CNA cohort of eight (8) students that completed in March 2023 and received MBON CNA certification. As well as a Pharmacy cohort of twelve (12) students that have completed the coursework and will complete clinicals in June 2023.

In April 2023 we began a Certified Nursing Assistant (CNA) cohort of sixteen (16) that are scheduled to complete in July 2023. As well as a Pharmacy Technician cohort of ten (10) students that are scheduled for completion in August 2023.

Baltimore City Schools - Green Street Academy

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty-two (22) students began training for Certified Nursing Assistant that will lead to licensing. The class completed in April 2023 and all students successfully completed the course, clinicals and are pending MBON CNA certification.

Lifebridge Health

A new CNA cohort of eight 8 students began in March 2023 with an expected completion in June 2023. All students are completing their clinicals in June and will submit their applications to MBON upon completion.

University of Maryland Medical Center

Workforce Development and the University of Maryland Medical Center brought in five (5) students for the Patient Care Tech program that began in January. The class will complete in June 2023.

The University of Maryland is beginning a Phlebotomy training cohort of seventeen (17) students that begins in June and completes in September 2023.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. Since October eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test before June 2023.

Baltimore City Department of Social Services

In partnership with the Department of Social Services, Workforce Development has coordinated with three outside vendors to provide training in Makeup artistry (12 enrolled), Hospitality (28 enrolled), and Financial Literacy (32 enrolled).

Other Funding Opportunities

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

- Baltimore City Department of Social Services – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits
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- Department of Social Services Sequence - $87,250 to offer workforce training in healthcare to City residents
- GEERS - $558,000 to offer workforce training to Maryland residents

July – September

Workforce Development Program Development and Expansion

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

Current Enrollments for Summer 2023

- Certified Nursing Assistant (CNA): 60
- Patient Care Tech (PCT): 17
- Venipuncture: 15
- Pharmacy Technician: 27

- Community Health Worker: 18
- Childcare: 42
- Commercial Driver's License (CDL-B): 33
- Cybersecurity: 57

Center for Urban Families

In partnership with MOED's Train up program, CFUF has enrolled forty-three (43) students in CNA, CDL, Cyber, and CHW programs since January 2023.

Goodwill Industries

- Workforce is scheduled to start a new CNA Cohort in September 2023 to complete and receive certification in December 2023.
- In January 2023, Workforce began a CNA cohort of eight (8) students that completed in March 2023 and received MBON CNA certification. As well as a Pharmacy cohort of twelve (12) students that have completed the coursework and will completed clinicals in June 2023.
- In April 2023, Workforce began a Certified Nursing Assistant (CNA) cohort of sixteen (16) that completed in July 2023. As well as a Pharmacy Technician cohort of ten (10) students that completed in August 2023.
- In August 2023, we began a CNA cohort of eighteen (18) students that are scheduled to complete in October 2023 and receive MBON CNA certification. As well as a Pharmacy cohort of twelve (12) students that will complete and certify as Pharmacy technicians in October 2023.

Baltimore City Schools - Green Street Academy

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. In September 2022, a cohort of twenty-two (22) students began training for Certified Nursing Assistant that will lead to licensing. The class completed in April 2023 and all students successfully completed the course with all students having completed clinicals and received MBON CNA certification.

LifeBridge Health

Workforce Development is partnering with Sinai Hospital to begin a cohort of up to sixteen (16) students for CNA/GNA (Certified Nursing Assistant) to begin in October 2023 and complete in January 2024.

University of Maryland Medical Center

- Workforce Development will be coordinating with University of Maryland Medical Center to begin a PCT (Patient Care Tech) Cohort to begin in October 2023
- In June, the University of Maryland began a Phlebotomy training cohort of seventeen (17) students and are scheduled to complete in September 2023.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. Since October eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test before June 2023.

Warehousing and Logistics

Workforce Development brought back the Warehousing and Logistics class to South Pavilion in July 2023. With an initial cohort of ten (10) students they are scheduled to complete in August 2023 with certifications in OSHA 10, Forklift Operation and Certified Logistics Technician through the Manufacturing Skills Standards Council.

Department of Human Services SNAP

In July 2023, Workforce Development submitted a grant proposal for FY 2024-2026 to continue the current funding available to SNAP recipients. The proposal was to double the previous grant and provide training for up to two hundred participants.

Baltimore City Department of Social Services

In partnership with the Department of Social Services, Workforce Development has coordinated with three outside vendors to provide training in Makeup artistry (12 enrolled), Hospitality (28 enrolled), and Financial Literacy (32 enrolled).

Other Funding Opportunities

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

- Baltimore City Department of Social Services – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits
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October

WDCE classes have moved to a combination of in-person and virtual instruction, with additional resources for academic support and both remote and in-person testing.

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

Adult Basic Education

- ABE registered 80 students in August and 100 students in September
- ABE started 10 classes in September, with two happening in Corrections. The Baltimore Correctional facility has requested two more classes to start next month.
- Both ABE and ESL departments continue to provide hands-on professional development work with instructors and staff.

Community ESL

- Six (6) 10-week classes in August are currently running, with over 200 registered students and ten (10) 10-week sessions began in September with over 170 students registered.
- IELCE/CNA training; sixteen (16) students are currently registered for the Integrated English and Civics Education/Certified Nursing Assistant program that is running at CASA de Maryland.
    - A second IELCE/IET CNA cohort with CASA began October 2, with 16 students registered.
- The 32BJ Thomas Shortman Training Fund fall session will begin October 7 with two ESL classes and one computer literacy section.

Partnerships

- ABE/GED will continue running two classes in Corrections in August
- BCCC has partnered with City of Refuge to provide off-site GED preparation classes to a large population of students located in and around the center.
- BCCC and CASA de Maryland have partnered to run IELCE/IET CNA and CHW courses. The college expects this partnership to produce multiple cohorts and serve over 100 students per fiscal year.
- C-ESL is partnering with Enoh Pratt Library to offer ESL classes at strategic branches across southeast and southwest Baltimore. There will be future discussions about Refugee Assistance Program classes (RAP) taking place at Herring Run branch.

English Language Institute (ELI)

- The ELI Pathways Program was officially approved by USCIS and BCCC can once again begin accepting F-1 students into ELI.

- ELI is running 12 sections this fall, with many classes at or near capacity.
- ELI supported the MSP Summer Bridge program by providing two (2) cohorts ESL and Pre-100 courses with 36 students registered.
- ELI staff are working with Mayor's Scholar Program students to register them for Fall 2023 classes.
- Updated the Placement & Exemption Rubric needs to be ratified (Advising, Test Center, Registrar, International Student Office) for USCIS compliance purposes.
- ELI continues to work with admissions on ELI referrals for ESOL students

Citizenship and Services to Older Refugees (SOR)

- The SOR continuation grant for FY 24 was officially approved by MORA, with a funding increase of $70,000 as compared to FY 23.
- Re-enrolled eligible SOR clients for BCHD food boxesThe ELS department worked with IRC to re-apply for the Citizenship grant via USCIS.
- Six (6) Citizenship Preparation classes will begin 10.9, serving approximately 40 unique clients.
- Reached out to 7 potential partners: Two MD Aging Services departments, MD Food Bank, Ukrainian Church, Islamic Society of Baltimore, BMS, Masjid as-Saffat
- After determining SOR clients' interest, completed applications for BCHD food box delivery through August (# of applications still TBD)

Refugee Youth Project (RYP)

- The RSIG continuation grant for FY 24 was officially approved by MORA, with a funding increase of about $50,000 as compared to FY 23. The grant now provides over $1 million in funds for refugee and asylee youth ages 0-24.
- Programming for FY '24 is currently underway at Patterson High School, Moravia Park Elementary School, and Mt. Royal E/MS with over 150 students attending after-school classes.
- The International Summer Academy finished at Patterson High School and at the Harbor campus, where 40 Afghan students attended classes due to their original summer site being shut down.
- At Patterson High School, students learned about 3-D printing while creating their own unique designs that turn into tangible items. Students were excited to see how something can go from design to finished product using 3-D printing software.
- Afghan students at the Harbor learned about robotics. The instructor was a former RYP student who is now a freshman in college—he was part of Collegebound.
- Met with Armistead Gardens to discuss starting an RYP program there in the fall, focusing on middle school youth.
- Signed up 7 Afghan families for food boxes provided by the Baltimore City health dept

Refugee Assistance Program (RAP)

- With Federal FY 23 now finished, almost 700 individual refugee and asylee clients were served in RAP. The target for the year was 400 unique clients.
- Seven (7) classes will run beginning 10.9 with nearly 200 students registered.
- 5 mini sessions began in August with 99 students registered. These classes have been designed to capture students who arrive after the 20% date, providing them an opportunity to begin their learning without unnecessarily waiting for the end of the fiscal year

Workforce Development Program Development and Expansion

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

JHPIEGO

The cohort of twelve (12) JHPIEGO employees began in August 2023, and continue to work towards completion for certification in November.

Center for Urban Families

In partnership with MOED's Train up program, CFUF has enrolled forty-three (43) students in CNA, CDL, Cyber, and CHW programs since January 2023.

Goodwill Industries

In August 2023, we began a CNA cohort of eighteen (18) students that are scheduled to complete in October 2023 and receive MBON CNA certification. As well as a Pharmacy cohort of twelve (12) students that will complete and certify as Pharmacy technicians in October 2023.

Workforce is scheduled to start a new CNA Cohort in September 2023 to complete and receive certification in December 2023.

In August 2023, Goodwill enrolled four students into the Warehouse and Logistics program. These students have received their OSHA 10 and Forklift certification.

Workforce Development will be partnering with Goodwill Industries in 2024 to have four cohorts each of Certified Nursing Assistant and Pharmacy Tech with enrollment up to twenty (20) students per cohort.

Baltimore City Schools - Green Street Academy

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. The first class will begin in October 2023 with a projected twenty (20) students. The class will finish in April 2023 with successful completers walking away with MBON CNA certification and GNA licenses.

LifeBridge Health

Workforce Development is partnering with Sinai Hospital to begin a cohort of up to sixteen (16) students for CNA/GNA (Certified Nursing Assistant) to begin in October 2023 and complete in January 2024.

University of Maryland Medical Center

Workforce Development will be coordinating with University of Maryland Medical Center to begin a PCT (Patient Care Tech) Cohort to begin in October 2023

In June, the University of Maryland began a Phlebotomy training cohort of seventeen (17) students and are scheduled to complete in September and October 2023.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. Since October eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test before June 2023.

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Workforce Development brought back the Warehousing and Logistics class to South Pavilion in July 2023. With an initial cohort of ten (10) students they are scheduled to complete in August 2023 with certifications in OSHA 10, Forklift Operation and Certified Logistics Technician through the Manufacturing Skills Standards Council.

Department of Human Services SNAP

In July 2023, Workforce Development submitted a grant proposal for FY 2024-2026 to continue the current funding available to SNAP recipients. The proposal was to double the previous grant and provide training for up to two hundred participants.

Baltimore City Department of Social Services

In partnership with the Department of Social Services, Workforce Development has coordinated with three outside vendors to provide training in Makeup artistry (12 enrolled), Hospitality (28 enrolled), and Financial Literacy (32 enrolled).

Other Funding Opportunities

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

Baltimore City Department of Social Services – 4.8 million over three years to offer workforce training to Baltimore City residents and recipients of DSS benefits

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- Department of Social Services Sequence - $87,250 to offer workforce training in healthcare to City residents
- GEERS - $558,000 to offer workforce training to Maryland residents

Career Services Updates

Career Services has been working with City Schools on a recruitment effort for several positions, such as: paraprofessionals, CDL drivers, clerical positions, and food service.

Forty two new students were enrolled in job readiness training this month.

Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.

Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.

Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.

Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide comprehensive support to completers.

Partnering with Baltimore City Schools

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

Total # of PTECH Students: 261

- Carver: 70
- Digital Harbor (New Era): 40
- Dunbar: 151

Current # of PTECH Students Enrolled in BCCC Classes: 202

- Carver: 70
- Dunbar: 106
- Digital Harbor (New Era): 26
    - P-TECH students are taking between 6 – 15 credits, 2 + classes each, this semester here at BCCC.

PTECH Dunbar has three students currently scheduled to take their TEAS testing and will hopefully be entering BCCC's Nursing degree program at the start of SY 24-25.

BCCC is working with Morgan State University (MSU) to develop an agreement that will allow PTECH Digital Habor students to segway from BCCC, where they'll earn their AAS in Transportation and Supply Management, into MSU, where they will earn their BAS in Supply Chain Management.

PTECH continues to work collaboratively with external partners BCPSS schools New ERA, Dunbar, and Carver High Schools to ensure a smooth transition into college classes for students.

PTECH works internally with a panel of BCCC departments, representatives from e-learning, IT, Student Support and Wellness Services, Center for Academic Achievement, BCCC Library, and Disability Support Services Center to best equip students for success.

The ELS department, in partnership with City Schools, has started programming at three (3) schools: Moravia Park Elementary School, Patterson High School, and Mt. Royal Elementary/Middle School. The afterschool programming will focus on ESL instruction, College and Career Readiness, Dance, Sports, and STEM enrichment classes. These classes are funded through DHS-MORA's RSIG (Refugee School Impact Grant) which was renewed for FY '24. Programming at a fourth school, Furley Elementary, began in April 2023. Digital Harbor, Hazelwood, and Armistead Gardens have all inquired about hosting programming at their sites.

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

November

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

Maryland Department of Health

BCCC Workforce applied for a grant from Maryland Department of Health to train up to fifteen (15) residents for Community Health Worker certification. We have received preliminary approval and are awaiting official award documents.

JHPIEGO

Workforce Development partnered with JHPIEGO Baltimore City Health Department in Community Health Worker training 12 (twelve) incumbent workers. All students will complete clinicals and apply for certification with the Maryland Department of Health.

Center for Urban Families

In partnership with MOED's Train Up program, CFUF has enrolled forty-three (43) students in CNA, CDL, Cyber, and Community Health Worker programs since January 2023.

Goodwill Industries

In August 2023, we began a CNA cohort of eighteen (18) students that completed in October 2023 and apply for CNA certification through MBON. As well as a Pharmacy cohort of eight (8) students that completed and licensed as Pharmacy technicians in October 2023.

A new CNA Cohort of thirteen (13) began in September 2023 are on track to complete clinicals in December 2023.

In August 2023, Goodwill enrolled four students into the Warehouse and Logistics program. These students have received their Certified Logistics Associate, OSHA 10, and Forklift certification. Another cohort of ten (10) Goodwill students began in November 2023 and be prepared to sit for all certifications in December.

Workforce Development will be partnering with Goodwill Industries in 2024 to have four cohorts each of Certified Nursing Assistant and Pharmacy Tech with up to sixteen (16) students per cohort.

Baltimore City Schools - Green Street Academy

Workforce Development has expanded its partnership with Baltimore City Public Schools and offered a workforce training opportunity at Green Street Academy. The first class will begin in October 2023 with a projected twenty (20) students. The class will finish in April 2023 with successful completers walking away with MBON CNA certification and GNA licenses.

University of Maryland Medical Center

Workforce Development coordinated with University of Maryland Medical Center for a PCT (Patient Care Tech) cohort in October 2023 of ten (10) students. All students are on track to complete in February 2024.

In June, the University of Maryland began a Phlebotomy training cohort of seventeen (17) students that completed and certified in September and October 2023.

Commercial Driver's License (CDL B)

Workforce Development offered its first Commercial Driver's License (CDL) class in spring 2022. Since October eleven (11) more students have received their CDL-B license and thirty-three (33) more students are currently enrolled and expect to pass the MVA test by January 2024.

Warehousing and Logistics

Workforce Development brought back the Warehousing and Logistics class to South Pavilion in July 2023. With an initial cohort of ten (10) students they are scheduled to complete in August 2023 with certifications in OSHA 10, Forklift Operation and Certified Logistics Technician through the Manufacturing Skills Standards Council.

A new class will begin in November 2023 with up to twenty (20) students enrolled.

Department of Human Services SNAP

In July 2023, Workforce Development submitted a grant proposal for FY 2024-2026 to continue the current funding available to SNAP recipients. The proposal was to double the previous grant and provide training for up to two hundred participants.

BCCC has received preliminary approval for this award.

IET/IELCE

In coordination with Adult Basic Education, we are coordinating 2024 cohorts to combine GED pathways with workforce training. We are planning to complete two (2) cohorts of Certified Nursing Assistant and one (1) with Warehouse and Logistics training. We will recruit up to twenty (20) students for each cohort, for up to sixty (60) students to receive licensure/certification in addition to their high school diploma.

For FY 24 we have coordinated with CASA of Baltimore and ELS to combine English Second Language Courses with workforce training. One cohort of Certified Nursing Assistant (CNA) began in July 2023 and licensed thirteen (13) students. Another cohort began in September 2023 with eleven (11) students prepared to complete in December and January. Two more cohorts are scheduled to begin in January and March of 2024. In addition, recruitment has begun for a Warehouse and Logistics cohort to start in February 2024.

Baltimore City Department of Social Services

In partnership with the Department of Social Services, Workforce Development has coordinated with three outside vendors to provide training in Makeup artistry (12 enrolled), Hospitality (28 enrolled), and Financial Literacy (32 enrolled).

Other Funding Opportunities

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

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

Career Services Updates

Career Services has been working with City Schools on a recruitment effort for several positions, such as: paraprofessionals, CDL drivers, clerical positions, and food service.

Career Services has conducted several Job Readiness courses for current healthcare programs, Emergency Medical Technician, Patient Care Technician, and Certified Driver License programs.

Career Services has recruitment opportunities in Early Childcare (Kreative Minds Learning Center); Morgan State University, Penske, Blakehurst (CDLs) and University of Maryland Medical Center.

Career Services continues to work with partners to create career placement trainings opportunities for students. This includes placing students with Kennedy Krieger to work with children and young adults with developmental disabilities in the Neurobehavioral Unit.

Career Services continues to coordinate with Workforce to connect students to job opportunities directly related to their training experiences. The Career Services Team coordinates recruitment efforts with Workforce to provide comprehensive support to completers.

REALIGNMENT TASK 3

"Improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education."
Dr. Jacqueline Hill, Vice President, Academic Affairs

January – March

School of Arts and Social Sciences

Through an articulated course agreement between BCCC and the Baltimore City Police Academy, graduates of the police academy will be awarded 36 college credits towards pursuing an Associate of Applied Science (AAS) degree in Law Enforcement. After completing the AAS at BCCC, students can transfer to the University of Baltimore's Bachelor of Science in Forensic Studies, Forensic Investigations Concentration. This is an opportunity with City Schools as it can potentially increase enrollment into BCCC's Law Enforcement and Correctional Administration program.

E-Learning

BCCC received the award letter for continuing the VISTA Success Coach project into the 2023/2024 fiscal year. The MOU has been signed and returned. Recruitment of a new VISTA member begins in late March.

School of Business, Science, Technology, Engineering, and Math

In the School of Business, Science, Technology, Engineering and Math (BSTEM), a Geoscience program has been developed and approved by BCCC's Curriculum and Instruction Committee, the Faculty Senate, and the President's cabinet. Pending final approval by MHEC, this program will:

1. Provide Geoscience technology field and laboratory training to the citizens of Baltimore and the state of Maryland.
2. Introduce Geoscience concepts to under-served and disadvantaged citizens of Baltimore City through hands-on Geoscience technical practices.
3. Create a career pathway from BCCC's AAS degree to employers and opportunities for students to transfer to four-year institutions.
4. Address the under-representation of African Americans and Latinos in the Geoscience Technology field.
5. Provide Baltimore City residents with the necessary skills in the field of geoscience technology to make them competitive enough to fill the demand of the workforce.

To get the new Geoscience degree program to MHEC for approval, faculty have also initiated a discussion for a potential articulation agreement with Morgan State University's College of Interdisciplinary and Continuing Studies (MSU CICS). BCCC's Geoscience program faculty desires to integrate with the new Interdisciplinary Science program as a feeder program for AAS graduates as they seamlessly transition as MSU CICS BS degree students.

April

The Office of Academic Affairs began initial discussions regarding implementing dual-purpose courses (DPCs) to help students achieve general education and programmatic requirements for their respective programs.

- DPC reduces the barrier to achieving a degree.
- Students receive credits once for the course, while that same course fulfills a general education category and a program requirement.
- Degree Works assigns general education courses into the appropriate General Education Category to meet credit threshold and all other courses to the program area.
- Depending on the program, students can take a free elective or another course that aligns with their program of study.

School of Business, Science, Technology, Engineering, and Math

Associate Dean of Natural and Physical Science met with the program coordinator of the Forensics Science Degree program at the University of Baltimore to initiate a discussion on starting an articulation agreement between BCCC and The University of Baltimore regarding the transfer of credits from the Associate of Arts in Arts and Sciences, Science concentration to the Bachelor of Science in Forensic Studies, Forensic Science concentration. Additional meetings will be scheduled to develop this new initiative.

May

School of Arts and Social Sciences (SASS)

SASS Dean and Associate Dean finalized the revisions of the American Sign Language and Communications program. The submission was forwarded to the Maryland Higher Education Commission (MHEC) to be approved and registered as a new program. With state approval, the two programs will likely begin enrolling students in the fall.

School of Business, Science, Technology, Mathematics, & Engineering

<u>Maryland Collegiate STEM Conference, April 22, 2023</u>

Howard Community College hosted the statewide 8th Annual 2023 Maryland Collegiate STEM Conference. BCCC was a Silver sponsor for this event. Ten faculty, 30 students, and the Assistant Vice President for Academic Affairs attended the sessions. The STEM Conference afforded BCCC students the opportunity to exhibit their original research, develop professionally, and connect with faculty from Maryland's four-year institutions – where they will likely transfer in the future. Three BCCC faculty participated in formal presentations at this conference, and two students created and presented research poster presentations.

Associate Dean of Natural and Physical Science and the instructor for the science program met with the Chairperson of the Natural Science Department at Coppin State University. Academic officials at Coppin State University also provided a letter of support for BCCC to start a Geosciences Technology (AAS) program. This letter is critical for the approval of the Geoscience program by MHEC. Potential graduates may consider a career in Baltimore City's Geoscience field or pursue a physical or biological sciences degree.

The Program Coordinator for Robotics continued to work with student advisors to recruit high school students for the Robotics/Mechatronics degree and certificate program.

June – September

School of Nursing and Health Profession (SNHP)

Emergency Medical Services (EMS)

The Maryland Institute for Emergency Medical Services Systems (MIEMSS) completed its review and consideration of the College's application to be an approved Advanced Life Support (ALS) education program and has recommended approval to the EMS Board. Accordingly, Baltimore City Community College's Paramedic Education Program meets the ALS education program requirements in COMAR 30.04.02 and received from the EMS Board a three-year approval on August 8, 2023. This three-year approval will cover the remaining years of the current five-year cycle.

Approval as an ALS Education Program is effective from August 8, 2023, to August 8, 2026, provided that the Baltimore City Community College Paramedic Education Program continues to meet the requirements for an ALS education program as stated in COMAR 30.04.02, COMAR 30.04.03 for Basic Life Support (BLS) programs, and COMAR 30.04.05 for continuing education programs. These requirements include remaining an accredited program in good standing with Commission on Accreditation of Allied Health Programs (CAAHEP) and submitting annual reports to MIEMSS.

Respiratory Care

The Commission on Accreditation for Respiratory Care (CoARC) reviewed program information to determine ongoing compliance with accreditation Standards and CoARC Accreditation Policies and Procedures. Based on the outcomes reported, the program has met or exceeded all currently set "thresholds" for success on each of the required outcome measures.

October

School of Business, Science, Technology, Engineering, and Mathematics (BSTEM)

Discussions began with Baltimore County Public Schools to explore the possibility of offering remedial math courses as part of a dual enrollment redesign. Discussion points included offering a remedial course in the first part of a semester and a credit math course in the second part of the semester.

School of Nursing and Health Profession (SNHP)

The Health Information Technology (HIT) program is in the final stage of reviewing an articulation (transfer) agreement with Coppin State University. BCCC's School of Nursing and Health Professions Dean, Associate Dean, HIT Program Coordinator and the AVP of Engagement and Strategic Partnerships met with Coppin officials to discuss an articulation agreement where BCCC's HIT graduates will seamlessly transfer academic credits from the Health Information Technology in Associate Arts in Applied Science at BCCC for the completion of Bachelor of Science in Health Information Management (HIM) or Bachelor of Professional Studies in Health Information Management.

November

Dual Enrollment

The Natural and Physical Sciences (NPS) faculty designed a developmental science course for dually enrolled high school students. The newly proposed course, **SCI 092 – Introductory Science**, includes concepts from biology, chemistry and physics. The curriculum was approved through the Curriculum and Instruction Committee (CIC) and the Senate Executive Committed (SEC). The course will be implemented in Spring 2024.

In October, discussions began with Green Street Academy to add a robotics course to dual enrollment offerings.

Pathways in Technology Early College High School

The School of Nursing & Health Professions (SNHP) continued to collaborate with Workforce Development & Continuation Education (WDCE) to ensure that students are equipped with the technical and professional attributes needed

to be effective members of the community through the Pathways in Technology Early College High School (P-TECH) program.

REALIGNMENT TASK 4

"Enter into memoranda of understanding in order to establish student pathways to success with the Baltimore City Public Schools (BCPSS), institutions of higher education, and employers."
Dr. Jacqueline Hill, Vice President, Academic Affairs

January – March

School of Business, Science, Technology, Engineering, and Math

The Business, Science, Technology, Engineering, and Mathematics Team expanded the number of schools to include Mergenthaler High School as a dual enrollment partner and offered a 12-week Statistics course on site.

The Biotech Program Coordinator initiated work with student advisors to recruit high school students to BCCC's Biotechnology and Lab Animal Science certificate programs.

The School of Nursing and Health Professions continued to work on streamlining the P-TECH career pathways. The collaboration with Baltimore City public schools and four-year colleges continues to improve. The Associate Dean and Physical Therapy Assistant (PTA) Program Coordinator hosted a group of students from New Era Academy, and presentations were made for EMS and PTA programs. Affiliation agreements are also underway with Sinai Hospital of Baltimore for our HIT students to complete their Administrative Rotations.

April

School of Arts and Social Sciences

Early Childhood Education— Baltimore City Public Schools Agreement

The Dean, Associate Dean, and Assistant Vice President for Academic Affairs, and Program Coordinator for Early Childhood Education met with representatives from the Baltimore City Public Schools to initiate a discussion on an MOU with the College to enable paraprofessionals in the public schools to earn their Associate degree in Early Childhood Education at BCCC. The initiative is supported by the Blueprint for Maryland's Future legislation.

Other Academic Affairs Updates

Volunteer in Service to America (VISTA) Project: The quarter three report is in the final stages of preparation to be submitted to Transform Mid-Atlantic (TMA) detailing project progress. The last year of grant participation is 2023-24.

May

School of Nursing and Health Professions

Pathway Exploration Day

SNHP conducted an on-campus event for students enrolled at Dunbar High School. The students were engaged in hands-on learning activities. Students received an opportunity to learn about the following P-TECH pathways: Nursing (ADN/PN), Emergency Medical Services, Physical Therapist Assisting, Surgical Technology, Health Information Technology, and Respiratory Care.

SNHP's Pathway Exploration Day - Dunbar High School Students

Dunbar students engaged in hands-on learning activities and exploring various P-TECH pathways held on Tuesday, April 25, 2023, at Baltimore City Community College.

June

School of Business, Science, Technology, Mathematics, & Engineering (BSTEM)

Summer Internships

One Biotechnology and two Science students were selected to participate in the Delaware State University (DSU) paid summer internship program. Students will work under the guidance of Principal Investigator on the DSU campus for eight weeks. Room, board, and a $3000 stipend will be provided to each student intern. Students will be trained in the areas of research and be mentored by graduate-level students. The research included lab work, reading scientific articles, preparing PowerPoint presentations, and presenting a final poster presentation.

Bridges Program

The Natural and Physical Sciences Department finalized the procurement and consumables of biotech and science equipment through the FY 2023 Towson University Bridges Program/grants. The Bridges Program aims to promote the participation of underrepresented minority students in biomedical research to change the face of the science, technology, engineering, and mathematics (STEM) workforce.

The Bridges to the Baccalaureate (B2B) Program supports students at Baltimore City Community College to complete an associate degree and transfer to a four-year institution to complete a Bachelor of Science degree in a STEM field.

July – September

Natural and Physical Sciences (NPS)

Internships: Summer

BCCC – Towson University (TU) BRIDGES Summer Internship: One Biotechnology student was selected and completed an 8-week internship at the Research Center in Towson University.

BCCC - Delaware State University (DSU) summer internship: One Biotechnology student worked over 8-weeks at DSU under Research Mentor, this internship was paid with free boarding and lodging provided by DSU.

Grants

BCCC - TU Bridges program funding FY23: the department has finalized procurement of biotechnology and science equipment and consumables for $24,950 allocated to BCCC.

October

School of Nursing and Health Profession (SNHP)

The University of Maryland Medical Center expressed interest in partnering with BCCC to offer a pathway for Certified Nursing Assistants and Patient Care Technicians.

The Physical Therapist Assistant (PTA) department has recently entered into a clinical affiliation agreement with ATI Physical Therapy. ATI is a nationally recognized rehabilitation provider specializing in research-based physical therapy, workers' compensation rehab, employer worksite solutions, sports medicine, and various specialty therapies. The opportunities will enhance BCCC student clinical skills in a real-world environment.

School of Business, Science, Technology, Engineering and Mathematics (BSTEM)

Morgan State University (MSU) expressed an interest in engaging with students who are near program completion regarding a rail transportation engineering program. The program will consist of certificate and BS degree options as well as $20,000 scholarships per students who qualify. BCCC students are being identified by the associate dean of Mathematics and Engineering to speak with the MSU representative about the new program.

November

Baltimore City Fire Department

The Emergency Medical Services Program is collaborating with the Baltimore City Fire Department to establish an articulation agreement for certification courses.

Frostburg University

The College is re-establishing articulation agreements with Frostburg State University for the Engineering Transfer and Electrical Engineering degree programs.

Johns Hopkins

The Health Information Technology Program is collaborating with Johns Hopkins to establish an articulation agreement that will allow students to complete their externships at John Hopkins Medical Centers.

REALIGNMENT TASK 5

"Align the budget of BCCC with realistic enrollment projections."
Ms. Donna Thomas, Interim Vice President, Student Affairs
Ms. Becky Burrell, Vice President, Institutional Effectiveness, Research & Planning
Mr. Aubrey Bascombe, Vice President, Finance & Administration

January - March

Budget Office

The staff is working with Ellucian in transferring the financial data from Banner to the State's Accounting System (FMIS). This is currently in the testing phase. The transferring of financial data from FMIS to Banner is completed.

Controller's Office/General Accounting/Grants/Foundation

BCCC (BALTIMORE CITY COMMUNITY COLLEGE) (College Audit), BCCC Foundation Audit, WBJC, and CC-4

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

Grants

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

Procurement

Highlights

BOT Finance Committee: BOT Finance Committee met in February and March to review and approve the procurements being presented to the Board for review and approval.

Inventory Tracking Services - The contract was awarded through a competitive bid process and the notice of award was issued on March 9, 2023. The awarded vendor is Professional Inventory Control Systems. The award of this contract will put the College in compliance with OLA audit site.

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

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

Student Affairs

Student Affairs monitors the changes in actual enrollment data for Fall 2022 to measure against the enrollment projections for Fall 2022 established by Maryland Higher Education Commission's (MHEC) enrollment projections for Baltimore City Community College. See enrollment projections below.

MHEC Enrollment Projections:

Maryland Higher Education Commission (MHEC) Projections BCCC	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for BCCC - Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 - 2031 Projections for BCCC - Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
MHEC's New Percent Changes for Outyears		*18.9%*	*0.5%*	*0.5%*	*0.5%*	*0.2%*	*0.2%*	*0.1%*	*0.2%*

To meet the Fall 2023 projections, Student Affairs worked on tasks designed to increase enrollment. Below are some examples.

Implementation of Banner Communication – In January and February, the College implemented the Banner Communications Management Tool. This new tool makes it possible to end the College's reliance on Hobson Connect, a 3rd party vendor who charges the College for this service. It is now possible for students to receive communications directly from Banner regarding their ID and Password after completion of the Admissions Application. The College is also now able to use this tool to better communicate with students on various other topics including sending out communications to students from the Registrar's Office, Student Accounting, Financial Aid, and all other front-facing offices.

<u>New Student Transcription Service – e-Transcripts</u>

In collaboration with the National Student Clearinghouse and as part of the Banner implementation, the Registrar's Team worked hard to bring the e-Transcripts feature online, which went live in January. This new process for sending out transcripts on behalf of BCCC students allows for more access and quicker processing time. Students can easily initiate a request to send their transcripts to a potential employer, university school admissions office, or other recipients with an email address, anywhere in the world the same day the order is placed. Additionally, e-Transcripts allows for enhanced service features, a reduced workload for staff, improved security, and ease of use for students. As the majority of colleges and universities use the National Student Clearinghouse, or a similar vendor, this new transcription service should increase student satisfaction for students.

Group Advising & Registration Sessions
For the month of January, the Student Success Center (SSC) implemented ongoing group advising sessions in the presentation room (MNB 4B/C) to manage the increased student traffic during peak registration. Advisors rotated between various duties (group advising, VHD, and special registration circumstances) to help reduce wait times and serve students more efficiently and effectively. The total number of students served by the SSC during January 2023 registration was 1,693:

Student Success Center (Advising)	
MNB 020	413
Group Advising	662
Total	1075

New Reception Software for Student Success Center – In February, the Student Success Center began investigating the possibility of using the reception software - "Who's Next" from Blue Eon. The Center is preparing to pilot the "Who's Next" reception software in March. Several training meetings were held to prepare the advisors to use this tool. Once implemented the software will allow for better tracking of student engagements across departments.

New Student Recruitment

As a result of Student Affair's Stop-out and Near Completers work, for the month of January, Enrollment Services served returning students who were seeking re-enrollment for the Spring 2023 semester.

Weekly Information Sessions - The recruiters host a virtual "New Student Information Session" twice a week on Tuesday's at 10:00 am and Wednesday's at 3:00 pm. The info sessions provide a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. On average the College met with about 10 students per month during these sessions. The Recruiters sent Webinar reminders to registrants the day before its presentation via email.

School Visitations - The recruiters divided 64 Baltimore City and Baltimore County Public High Schools into 3 territories. Recruiters adjusted the territories for the Spring 2023 semester. The Recruiters visited the ConneXions Academy on January 4, 2023, and spoke to 36 students and Excel Academy on January 20, 2023, and spoke to 11 students.

Campus Visits - Recruiters held the College and Career Expo on January 10, 2023, and spoke to 51 students.

MSP Summer Bridge Recruitment: In January and February, the College identified ways to better recruit graduating seniors from Baltimore City Public Schools. The MSP Program developed the following seven recruitment strategies:

1. Hosts MSP High School Counselor Professional Development Event.
2. Send invitations to join the 2023 Summer MSP Cohort Program to all graduating BCCC Dual Enrollment students and parents.
3. For MSP recruitment purposes, BCCC requested a Spring 2023 Graduating Seniors Report from Baltimore Public Schools, and private high schools in Baltimore.
4. Increase recruiter presence at all Baltimore City Public High Schools and private schools. The expanded BCCC Recruitment Team developed a territory management plan to set spring 2023 key performance indicators for each high school.
5. BCCC's Admission and Recruitment Team developed a communication plan for all eligible MSP students and parents. The enhanced communication management tools provided by Banner's CRM Recruit make tracking students through the enrollment process easier and more efficient.
6. BCCC developed several on-campus MSP Information Sessions that will occur in the Spring 2023 semester in both English and Spanish.
7. BCCC utilized existing contacts purchased from the College Board for all Spring 2023 high school graduates from Baltimore City Public Schools. The contact list will be used to filter students with ACT, SAT, and PSAT scores that demonstrate the likelihood that the targeted students would benefit from participation in the MSP Program.

Tracking and Monitoring Enrollment

CRM Recruit Implementation Phase II – In January 2023, Admissions and Recruitment implemented Phase II of CRM Recruit - Communication. CRM Recruit is now BCCC's application module for Banner. CRM Recruit Phase II is designed to provide improved communications between prospective students and BCCC.

SparkPost Software (A Banner Tool) – The Recruitment Team learned how SparkPost and CRM Recruit allows BCCC to communicate with prospective students. Banner Communication Management and CRM Recruit allows the Admissions Team to communicate with prospective students regarding their application status and steps to the enrollment process.

Other Recruitment Activities

EXPANDED RECRUITMENT TEAM

The Vice President for Student Affairs and Assistant Vice President expanded the Recruitment Team in January and February to include all staff members that will be involved in developing the Colleges Recruitment Plan. The committee ncludes:

- Recruiters
- Associate Director for Recruitment
- Director of UBMS
- Director of TRIO
- Director of Disability Support Services
- International Student Coordinator
- Director of Marketing
- Director of Athletics

The Recruitment Team expects to have a recruitment plan in place and operational in spring 2023.

Improving Application Process

Improving Migration from CRM Recruit to Banner – In March, the Admissions Team continued to refine the communication and application process for new applicants. In addition to setting up automatic application status emails that automatically go out to new students, additional staff members were incorporated into the workflow process to assist with individual student application migrations. Previously to these enhancements, some applications were not automatically migrating from CRM Recruit into Banner. This required significant staff effort to manually migrate each application into Banner. The new application migration workflow process has significantly improved the time it takes to migrate applications into Banner. Additionally, with the new SparkPost software, students are now receiving more timely application status emails.

New Student Recruitment

Weekly Information Sessions - The Recruiters hosted a virtual "New Student Information Session" twice a week on Tuesdays at 10:00 a.m. and Wednesdays at 3:00 p.m. The info sessions provided a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. For the Month of March, 20 students attended the weekly sessions.

School Visitations - The Recruiters divided the 64 Baltimore City and Baltimore County Public High Schools into 3 Recruitment Territories.

In March, the Recruiters visited a total of six schools as listed below.

- March 9th – Bluford Drew Jemison w/ MSP – 21 students
- March 15th – New Era Academy (College/Career/Resource Fair) – 120 students
- March 16th – Augusta Fells Savage (Transition Resource Fair) – 15 students
- March 22nd – Ashburton Elementary/Middle School – 23 students
- March 22nd – City Neighbors Info Session – 14 students
- March 24th – Coppin Academy Career Expo – 65 students

At these events, the Recruiters talked to a total of 258 students.

Other Events - The Recruiters participated in two off campus and one on campus event as listed below.

- March 15th - CCBC College Fair
- March 16th – AACC College Fair
- March 30th – BCCC Transfer Fair

"Never Attended" Reporting Improvements

Argos Reports for Never Attends - During the month of March, the Registrar worked with IT to extract "Never Attended" reports from Banner to produce ad hoc Argos reports. Reports were created to allow for critical data and information on registration, prerequisites, and students who were reported as Never Attended and should be dropped from a class or classes for spring 2023. The Team worked with Academic Deans, IT, and others to make sure Never Attended faculty attendance reporting was as accurate as possible.

Improving the Outgoing Transcript Process with e-Transcripts – The Team collaborated with the National Student Clearinghouse to implement e-Transcripts. The Registrar's office process transcript requests and releases in less than 24 hours. This processing time is significantly faster than the previous method of processing transcripts.

Mayors Scholars Program Recruitment Efforts

During the month of March, the Mayor's Scholars Program (MSP) facilitated several information sessions for students to learn about the Summer Bridge Program and participating in the YouthWorks program. The table below provides more detail on the department's recruitment activities in March.

MSP Summer Bridge Recruitment Activities

Date	Target	Focus	Number of participants
3/7/2023	High School Seniors at Frederick Douglas High School	Provided in person MSP information sessions for graduating seniors	35 students
3/9/2023	High School Seniors at Bluford Drew Jemison Academy	Provided in person MSP information sessions for graduating seniors	40 students
3/16/2023	High School Seniors at Augusta Fells Savage High School	Provided in person MSP information sessions for graduating seniors	16 students
3/20/2023	High School Seniors at Baltimore Polytechnic Institute	Provided in person MSP information sessions for graduating seniors	13 students
3/20/2023	Parents/Guardians of graduating high school seniors	Provided in person MSP information sessions for graduating seniors & families	1 student
3/22/2023	High School Seniors at City Neighbors High	Provided in person MSP information sessions for graduating seniors	34 students
3/23/2023	Parents/Guardians of graduating high school seniors	Provided in person MSP information sessions for graduating seniors & families	4 students
3/24/2023	High School Seniors at Coppin Academy	Provided in person MSP information sessions for graduating seniors	27 students
3/25/2023	Parents/Guardians of graduating high school seniors	Provided virtual MSP information session for graduating seniors & families	10 students
3/28/2023	Baltimore City Public School System High School College Counselors	Provided information session for BCPSS high school college counselors and to answer any MSP questions.	6 counselors *The counselors in attendance representing the following high schools/organization: Bluford Drew Jemison CASA Christo Del Ray Jesuit High School Digital Harbor High School Green Street Academy Mount Clare Christian School

MSP mass emailed three different groups:

Date	Target	Focus	Number
3/13/2023	11th grade students that took the PSAT in 2022 that will be graduating seniors in 2023	Invite students to upcoming in-person information sessions.	1250
3/15/2023	11th grade students that took the PSAT in 2022 that will be graduating seniors in 2023	Invite students to upcoming in-person information sessions.	1250
3/20/2023	11th grade students that took the PSAT in 2022 that will be graduating seniors in 2023	Invite students to upcoming in-person information sessions.	1250
3/22/2023	11th grade students that took the PSAT in 2022 that will be graduating seniors in 2023	Invite students to upcoming in-person information sessions.	1250
3/23/2023	Baltimore City Public School System College Counselors	Invite BCPSS high school college counselors to information sessions to learn about the MSP program.	55
3/27/2023	11th grade students that took the PSAT in 2022 that will be graduating seniors in 2023	Invite students to upcoming in-person information sessions.	1250
3/29/2023	11th grade students that took the PSAT in 2022 that will be graduating seniors in 2023	Invite students to upcoming in-person information sessions.	1250

The Director of Secondary School Support with Baltimore City Public Schools shared our information session dates with school counselors and postsecondary advisors who will then share with students and families.

Of the 114 students that expressed interest in participating in the MSP summer bridge, there have been 44 students that have been flagged for YouthWorks and Baltimore City Community College is their worksite. Phone calls were made to remind 60 students to complete the YouthWorks application before the April 7th deadline.

MSP Advising for March:
During the month of March, the MSP staff worked with 44 students (153 overall since January 3rd) to address the following concerns:

- Academic Advising – registering for classes.

- Advised students who had GPA below a 2.0 to discuss strategies (time management, tutor referrals & 15, 30 & 45 credit check in) to support them for the rest of semester.

April

Budget Office

Highlights

The staff is working with Ellucian to transfer the financial data from the Banner system to the State's Accounting System (FMIS). This part of the project is currently in the testing phase. The transferring of financial data from FMIS to Banner is completed.

The Budget Office is obtaining approval of monthly agenda items to meet with each division monthly to review budgets and address issues/concerns.

Controller's Office/General Accounting/Grants/Foundation

BCCC (BALTIMORE CITY COMMUNITY COLLEGE), BCCC Foundation Audit & Howard P Rawlings Compliance Audit

- BCCC Foundation Financial Statement is pending final information from the auditors regarding a footnote item in order to issue.
- BCCC Foundation Management Letter responses have been started and reviewed. Minor changes are pending.
- Howard P Rawlings compliance audit sample information has been received; the accounting unit submitted the initially requested information to the auditors.

Grants

- The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
- HEERF Annual Reporting Year 3 work has been submitted, along with the Year 2 required modifications have been submitted.

IPEDS Finance Survey

The Controller's Office provided the IPEDS annual Finance Survey information and supporting documentation to Institutional Research for submission with all surveys.

Highlights

Most of the outstanding invoices relate to contract issues the procurement unit is working to resolve.

Procurement

In March, the procurement office issued 50 purchase orders totaling $415,926. The breakdown of the awards is as follows:

Category	Amount per Category
Services	$161,239
Commodities	$79,750
IT Equipment	$69,771
IT Hardware	$53,568
Maintenance	$48,899
IT Services	$2,699
Grand Total	$415,926

Change Orders: In March, the procurement office created three change orders totaling $287,072.

Credit Card: In March, the procurement unit processed 285 credit card transactions totaling $156,238.

Student Affairs

Student Affairs monitors the changes in actual enrollment data for Fall 2022 to measure against the enrollment projections for Fall 2022 established by Maryland Higher Education Commission's (MHEC) enrollment projections for Baltimore City Community College. See enrollment projections below.

MHEC Enrollment Projections:

Maryland Higher Education Commission (MHEC) Projections BCCC	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021- 2030 Projections for BCCC - Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 - 2031 Projections for BCCC - Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
MHEC's New Percent Changes for Outyears		*18.9%*	*0.5%*	*0.5%*	*0.5%*	*0.2%*	*0.2%*	*0.1%*	*0.2%*

To meet the Fall 2023 projections, Student Affairs worked on tasks designed to increase enrollment. Below are some examples.

Recruitment Activities for April

Weekly Information Sessions – For the month of April, the recruiters hosted virtual a "New Student Information Session" twice a week on Tuesday's at 10:00 am and Wednesday's at 3:00 pm. The info sessions provide a convenient option for future and new students to obtain information about the admissions process and/or any other questions regarding admission into BCCC. On average 10 students attended the sessions in April.

School Visitations – In April, the Recruiters continued visited the following schools

- April 13th – Patterson High School w/ MSP – 300+ students
- April 17th – Baltimore City College (College Fair) – 22 students
- April 27th – Achievement Academy @ Harbor Place – 50 students
- April 28th – Hampstead Hill Academy –

Over 400 students were engaged by the Recruitment Team in April.

Other Recruitment Events - Recruiters have had three in-person events.

- April 6th – Baltimore City Juvenile Justice Center Info Session for Students – 65 students
- April 19th – BCPS Office of Special Education Resource Fair
- April 20th – Woodstock Job Corps Transition Career Fair

New Advising Tool to Track Engagement
Implementation of "Who's Next" reception software pilot - For the month of April 2023, the Advisors saw a total of 398 student visits. Additionally, they provided 517 unique advising services to students with an average wait time of 16 minutes. The average advising session time was 21 minutes. This output data is available using "Who's Next" and the Student Affairs division is determining if a whole-department roll-out of this software is possible.

Loss Momentum Framework for Retention - This framework refers to the intentional design of a student's pathway with the end goal of completion in mind. The Advising Team used this framework to recommend changes needed to the onboarding and advising process. The Advising Team was split into 3 groups (Entry, Progress and Completion/Transition) to provide planning and activities based on the framework retention model. Below are some highlights.

In April the Entry team:

- Recommended a new "Getting Started at BCCC" communication campaign which provides detailed steps for admissions and onboarding which should be congruent across all communications to students (email, website, etc.).
- Planned Advising sessions for Fall 2023 registration which will be offered weekly starting June 2023 throughout the summer to students who are new to BCCC as an option for advising. The audience are new BCCC students who have applied and completed placement (ready for advisement). The session will guide students on pathway/major selection and confirmation, how to use a catalog and select classes, how to log into MyBCCC/Panther Portal and search for classes/register, understanding the academic calendar and important dates, maintaining a work/life/college balance and then provide recommended resources for support they can reference when needed.
- The Progress Team was charged to provide recommendations advising academic warning and probation students. The Completion/Transition team was asked to develop programs to support students who are "near completers" about finishing their academic programs.

"Never Attended" Reporting Improvements

Transcribing Training – In April and moving into May, the Registrar's Team began "Transcribing" training for Degree Works. Degree Works is a Banner Module that streamlines the degree auditing process. "Transcribing" refers to the detailed programming work the Registrar's Team engaged in to make sure the information in all BCCC Catalogs connects with the program plans. As student's complete degree requirements, Degree Works will record that information for the advisors and others to use as they work with students on degree planning.

Mayors Scholars Program Recruitment Efforts

During the month of April, the Mayor's Scholars Program visited the following schools recruiting for the MSP summer bridge component tentatively scheduled for June 20th to August 11th.

MSP Recruitment - Recruiting sessions were held on the following dates:

- Mayor's Scholars Program Information Table at Baltimore City Juvenile Justice Center April 6th.
- Mayor's Scholars Program Information Table at Patterson High School April 13th.
- Mayor's Scholars Program Information Table at Baltimore City College High School College Fair April 17th
- Mayor's Scholars Program Information Table at Dunbar High School College Fair April 19th
- Mayor's Scholars Program Information Table at Woodstock Job Corps Career Transition Fair April 20th
- Mayor's Scholars Program Information Table at Achievement Academy College and Community Resource Fair April 27th
- Mayor's Scholars Program Information Table at Patterson High School Spring Symposium April 28th
- MSP facilitated in-person information sessions for parents/guardians & students on the following dates:
    - April 3rd
    - April 4th

As a result of school visits in April, 73 graduating seniors expressed interest in MSP and attending the Summer Bridge program.

MSP mass emailed two different groups:

- PSAT list provided by the marketing department.
- Students that have already applied to the institution for the Fall 2023 semester and designated interest in MSP.

During the month of April, the MSP staff worked with 32 students (193 overall since January 3rd) to address the following concerns: Academic Advising – registering for classes.

Check in with students that were below a 2.0 to discuss strategies (time management, tutor referrals & 15, 30 & 45 credit check in) to support them for the rest of semester.

Preparing for graduation – 12 MSP students.

May

Budget Office

Highlights

The staff is working with Ellucian to transfer the financial data from Banner to the State's Accounting System (FMIS). This stage of the project is currently in the testing phase. The transferring of financial data from FMIS to Banner is completed.

The Budget Office is obtaining approval of monthly agenda items to meet with each division monthly to monitor expenditures and address issues/concerns.

Controller's Office/General Accounting/Grants/Foundation

BCCC (BALTIMORE CITY COMMUNITY COLLEGE), BCCC Foundation Audit & Howard P Rawlings Compliance Audit

- BCCC Foundation Financial Statement is pending final information from the auditors regarding a footnote issue to issue. A resolution of this matter is expected in May.
- BCCC Foundation Management Letter responses have been started and reviewed. Minor changes are pending.
- The auditors provided initial comments and sample information for the Howard P Rawlings compliance audit. The accounting office distributed the sample comments received to the various functional areas. BCCC expects to receive more comments once the auditors access MHEC's portal.

Grants

- The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
- BCCC will request a no cost-extension for the HEERF Student and Institutional funds.

Office of Student Accounts

HEERF III Spring 2023 Award Distribution

BCCC remains one of few Maryland state institutions electing to continue to provide pandemic financial assistance directly to students. Student Accounting worked with the I.T. department to generate the list of eligible students. The eligibility criteria remain consistent with past awards. As such, we awarded $2.8 million directly to 2,577 eligible students. In addition, the Student Accounting unit sent three communications to the eligible students letting them know about the award. Finally, the Student Accounting refund vendor distributed the payments to students on May 9, 2023.

Refunds

A Student Accounting analysis identified that many refund checks are returned to the college as students do not cash their refund checks. Under the direction of the Vice President of Finance and Administration and the President, Student Accounting has implemented a creative student contact process to decrease the number of checks returned to the college while simultaneously increasing the number of students receiving funds due to them. The pilot program focused on refunds issued in spring 2023. To implement this project, additional staff resources, such as a temporary employee, were procured to administer student contact. Contacts include phone calls, emails, and placing holds on student accounts. Our temporary team member makes the initial calls, and the Student Accounting team performs all follow-up actions. These efforts encourage students to act by cashing their checks, signing up for direct deposit, requesting a new check if the first check is stale-dated, and updating student demographic information for future refunds.

Aging Report

The Student Accounting unit collaborates with the Office of Student Affairs to ensure all specialty populations, such as dual enrollment, MSP, P-Tech, and senior citizens, are coded in Banner. Additionally, this collaboration is vital to ensure that the appropriate 3rd parties pay these students' balances and that these students do not receive pre-collection notices.

We met with our ECSI RecoverySelect partners on May 2, 2023, to discuss a new go-live date. A go-live date is to be determined as our office works to get an accurate list of student accounts eligible for pre-collections and approval from appropriate cabinet members to move forward.

Banner Communications Manager (B.C.M.) Kick-off

Spearheaded by the BCCC Information Technology department, Student Accounting is pleased to be selected as the first department to implement and go live using the BCCC's new B.C.M. system to communicate with our students. First, student Accounting will use the B.C.M. system to share its No Method of Payment notice to all students who are registered for classes but have not set up a payment plan, do not have financial aid indication in Banner, or do not have a 3rd party payment indication on their accounts by the first day of class. We will use B.C.M. to communicate federally mandated information regarding annual 1098-T student data collection and reporting to our students. Lastly, we will use B.C.M. to send Direct Deposit registry reminders to students receiving paper checks. This effort will, most importantly, help our students receive Title IV refunds faster but also serves as cost savings to the college as issuing paper checks, stop payments, and reissues of paper checks are costly.

Assessment of the progression and effectiveness of this initiative is monitored daily by the V.P. of Finance and Administration and reported weekly during our weekly meeting with the Director of Financial Aid and the V.P. of Student Affairs. Additional actions have taken place to improve tracking and reconciliation.

Student Affairs

To meet the Fall 2023 projections, Student Affairs continues to work on tasks designed to increase enrollment. Below are some examples.

Improving Communication for the Application Process

Improving the Admissions Steps for Enrollment – In May, the Admissions Department finalized a new welcome communication which provides more detailed actions on how to get started at BCCC after the admissions application. In response to the many inquiries that are received regarding "next steps," Admissions has created a new process to include the following steps: Apply Admissions, Apply for Financial Aid (if eligible), Placement & Transcript Evaluation, Log-in to the Panther Portal, Meet with an Advisor, Register and Payment. Additionally, it is proposed that the graphic below be included on the Admissions Website and in the College's Welcome communications to new students.

The email also provides common departments, locations, and email contacts for new students.

In partnership with Advising, Admissions is also preparing to help with the promotion of Advising 100 Sessions which will be a brief advising orientation to assist students with first semester scheduling and enrollment success.

Improving Services to Veterans

In May, a new VA Coordinator was hired. The new Coordinator is a current service member (U.S. Army) and transitioned from University of North Carolina Pembroke with experience in Veterans Services.

In only a few short weeks at the College, the Coordinator has already accomplished the following.

- Completed the School Certifying Official (SCO) and Enrollment Management Certification.
- Submitted an updated BCCC academic catalog to the Maryland State Approving Agency (MSA) to comply in providing VA Education Benefits.

- Connected with Towson University, Director of Military & Veterans Center and will meet to discuss collaboration opportunities.
- Updated the Department of Defense (DOD) Memorandum of Understanding for BCCC listing the Primary DOD Point of Contact (POC), Tuition Rate POC, and Compliance POC.
- Established tuition assistance portals for all branches except Navy and Marines.
- Included BCCC in the Tuition Assistance/Career Advancement Portal (MyCAA) which awards up to $4000 of financial assistance for certifications to pursue an occupation or career. This allows the potential for enrollment in the dual service relationships (both spouses are in the military) and spouses not eligible for VA benefits.

Mayors Scholars Program Recruitment Efforts

MSP May Recruitment Events

Date	Focus	Activity	Number of participants
5/2/2023	Graduating high school seniors at Frederick Douglas High School	Student completed BCCC applications & received information about MSP Summer Bridge	25 students
5/5/2023	Graduating high school seniors Digital Harbor High School	Graduating seniors' decision day	15 students
5/9/2023	Graduating high school seniors at St. Francis Academy	Student completed BCCC applications & received information about MSP Summer Bridge	20 students
5/10/2023	Sinai Lifebridge College & Education fair	Provided in person information to parents & guardians	30 parents & guardians
5/16/2023	Parents & Guardians of high school students attending Baltimore Polytechnic Institute	Provided in person MSP information to parents/guardians and students attending Baltimore Polytechnic Institute	40 students

The College finalized the start of MSP Summer Bridge for Summer II. Classes begin July 10 and end on August 11. The MSP Class Schedule was finalized to include the following Cohorts:

COHORT I – CLASSES
Speech 101 – 3 Credits
CLT 100 – 2 Credits
Pre 100 – 1 Credit
Total Credits = 6

COHORT II – CLASSES
REN 91, 92, or ESL 80, or 81 – 4 credits
Pre 100 – 1 credit
CLT 100 – 2 credits
Total Credits = 7

YouthWorks – 135 students have been assigned to BCCC for their YouthWorks experience and will be paid 13.25 per hour for 25 hours per week while attending the MSP Summer Bridge.

MSP Applications – Over 600 students have expressed interest in the MSP Summer Bridge program. The College will work hard to enroll as many students as possible into the Summer Bridge program.

June

Budget Office

Highlights

- The staff is working with Ellucian to transfer the financial data from Banner to the State's Accounting System (FMIS). This part of the project is currently in the testing phase. Finance completed the process to transfer financial data from FMIS to Banner.
- The Finance office completed several follow-up training sessions conducted by the Ellucian consultant to cover gaps in the new ERP system related to the financial module.
- A follow-up training session is needed to review the budget module's process for setting up a new fiscal year.
- The Budget Office is meeting with each division to monitor expenditures and address issues/concerns.

Controller's Office

General

The Controller's Office is preparing for the fiscal year-end closing.

Compliance Audits

- BCCC Foundation Financial Statement is pending final information from the auditors regarding a footnote issue. We expect a resolution in June.
- BCCC Foundation Management Letter responses have been started and reviewed.
- The Howard P Rawlings Compliance audit was finalized and issued on time.
- The Foundation 990 tax return has been finalized and issued on time.
- Prepared and submitted the Middle States Commission on Higher Education (MSCHE) Annual Institutional Update for Finance.

Grants

- The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
- There are remaining HEERF funds, and the College is working on completing a no-cost extension for these funds.

Procurement

The Procurement Office is working to procure several large IT and dental equipment procurements. BCCC's remaining HEERF funds will cover these purchases. See the salient summary below:

Dental Program

Purchase of Dental Equipment - HEERF			
ITEM	QUANTITY	TOTAL	PROGRAM
Chairs	18	$163,080	Dental
Sys. Radius	18	$105,984	Dental
Light Mounts – See quote (18)	18	$60,804	Dental
Assistants Instrumentation (18)	18	$35,460	Dental
Doctors Stool (18)	18	$16,722	Dental
Assistants Stool (5)	5	$5,125	Dental
Freight	1	$8,131	Dental
		$395,306	

IT Equipment

IT Equipment List - HEERF		
Device	**Description**	**Cost**
CPU (Student/Faculty)	OptiPlex Micro (Plus 7010)/**3yr Support**	$ 885,666
Monitor (27" w/ Camera) (Faculty/Staff/Students)	Dell 27 Video Conferencing Monitor - C2723H CVAA, 68.47cm (27.0")	$ 373,128
Laptop (Lab Carts) (Student)	Lenovo ThinkBook 15 G4 IAP - 15.6" - Core i7 1255U - 16 GB RAM - 512 GB SSD, Mfg. Part#: 21DJ00G5US/**3yr protection**	$ 133,975
Laptop (Student)	Dell Latitude 3540 - 15.6" - Core i5 1135G7 - 8 GB RAM - 256 GB SSD Mfg. Part#: 3TY8C/**3yr Protection**	$ 153,241
Laptop (Faculty)	Lenovo ThinkBook 14 G4 IAP - 14" - Core i7 1255U - 16 GB RAM - 512 GB SSD, Mfg. Part#: 21DJ00G5US/**3yr protection**	$ 206,325
Projector + Installation (Student)	PowerLite L260F 1080p 3LCD Lamp-Free Laser Display/**3yr protection**/Swap Out & Installation	$ 218,053
		$ 1,970,388

July – September

Budget Office

Highlights

The staff is working with Ellucian to transfer the financial data from Banner to the State's Accounting System (FMIS). This portion of the project is currently in the testing phase. The College completed the transfer of financial data from FMIS to Banner.

The Budget Office meets with each division to monitor expenditures and address issues/concerns.

Controller's Office/General Accounting/Grants/Foundation

BCCC (BALTIMORE CITY COMMUNITY COLLEGE), BCCC Foundation Year-End Closeout

- BCCC Foundation is ready for the audit to start.
- The College closeout is pending working through some Banner conversion issues from the student module to the Finance module and the conversion to FMIS. These issues are being worked on to resolve.

Grants

- The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
- Upward Bound grant is closed out for the 2022-2023 award year.
- SSS TRIO grant closeout process has started.

- Title IV funds drawdowns are being requested as provided in anticipation of closeout for the 2022-2023 award year.

HEERF Funding

- BCCC received an extension to December 31, 2023, for the HEERF Student Portion funding.
- BCCC received an extension to June 30, 2024, for the HEERF Institutional Portion funding.

Procurement

From June to August 2023, a total of 109 procurements were conducted in the total amount of $5,751,793.50:

Category	Total Amount
Commodities	$2,314,665.02
I.T. Hardware	$1,338,863.86
Services	$1,136,846.73
Construction	$634,757.31
I.T. Services	$213,208.90
Maintenance	$104,951.68
Construction Services	$8,500.00
Grand Total	$5,751,793.50

Credit Card: 428 credit card transactions were conducted from June 2023 to August 2023 for $363,940.32.

Student Affairs

To meet the Fall 2023 projections, Student Affairs works on tasks designed to increase enrollment. Below are some examples.

Admissions Application Process

Improving CRM Recruit
The new Dean of Enrollment Management worked to clear new student applications in CRM Recruit. The filtering feature of CRM Recruit was recalibrated to better identify SPAM applications and to allow more legitimate applications through to Banner. This work continues. Additionally, the Admissions Team developed a welcome email template and is working to implement the automation process so that all new applicants receive a welcome email upon completion. An additional contractual employee was hired in Admissions to assist the staff with manual review of admissions applications rejected as possible SPAM.

Improving Available Reports
The Dean of Enrollment Management worked with IT to create standard views or reports in CRM Recruit that will allow better reports to be generated on applications processed, applicants received by assigned territory and if needed send follow up correspondence, and the number of applications received (Daily/Weekly/Monthly)

Recruitment Planning
The Vice President for Student Affairs and the Dean of Enrollment Management continue to develop a fall 23 – spring 24 Recruitment Plan. The plans address fall recruitment efforts to increase enrollment for the 12, 10, and Accelerated II 8-week terms. The Recruiters, International Student Support Team, Director of Disability Support Services, Veterans Coordinator, and the Athletic Director are developing Key Performance Indicators (KPIs) that provide operational details related to the College's recruitment efforts.

Mayors Scholars Program Recruitment Efforts

IMPROVED MSP SUMMER BRIDGE COHORT MODEL

The 2023 MSP Summer Bridge Program included a new "Cohort" based model. The model included placing students based on their reading and writing proficiency. Cohort I was designed for students reading and writing at college level, and Cohort II included students that were not reading and writing at college level, or students needing English as a Second Language instruction. The MSP Summer Bridge ran from July 10 to August 11, 2023, and included over 40 retention and tutoring workshops throughout the summer. There were 135 students who received funding through YouthWorks. See the MSP Summer Bridge Classes listed below:

Cohort I – Classes	Cohort II – Classes
Speech 101 – 3 Credits	REN 91, 92, or ESL 80, or 81 – 4 credits
CLT 100 – 2 Credits	PRE 100 – 1 credit
PRE 100 – 1 Credit	CLT 100 – 2 credits
Total Credits = 6	Total Credits = 7

Analysis of overall retention and success will be conducted and presented in October.

IMPROVING MSP REPORTS

The MSP Team enrolled students into the MSP Program for fall and spring. Each new MSP student completes an MSP Participation Agreement Form. This form was created for the 2023 MSP Summer Bridge Program. Each MSP Student Participant receives a new attribute code (MSP5) that will identify students by year and Cohort. This will improve BCCC's ability to produce data reports for MSP students by Cohort.

October

Controller's Office/General Accounting/Grants/Foundation

BCCC (BALTIMORE CITY COMMUNITY COLLEGE), BCCC Foundation Year-End Closeout

- BCCC Foundation is ready for the audit to start.
- The College closeout is pending working through some Banner conversion issues from the student module to the Finance module and the conversion to FMIS. These issues are being worked on to resolve pending reporting from IT.
- Other areas continue to be worked on to close out that are not impacted.

Grants

- The Controller's Office continues to work with the various divisions to provide support and comply with reporting requirements.
- Upward Bound grant is closed out for the 2022-2023 award year. A drawdown request was received. Any residual spending will be submitted separately.
- SSS TRIO grant closeout process has started. Drawdown requests were received. Any residual spending will be submitted separately.
- Title IV Funding drawdowns were submitted and received before the FISAP due date.
- The Labor grant closeout process has started.

Procurement

Board of Public Works Approval

September 6, 2023
The College presented to the Board of Public Works a modification to the Ellucian Enterprise Resource Planning System contract.

September 20, 2023
Construction of the Guard Booth was presented to the Board of Public Works as funding was obligation services of $237,000.

Reports

Small Business Reserve (SBR) Annual Report
The State's SBR program mandates that the state agencies strive to achieve a 15% goal of procurement dollars spent toward certified small businesses. The College's achievement for Fiscal Year 23:

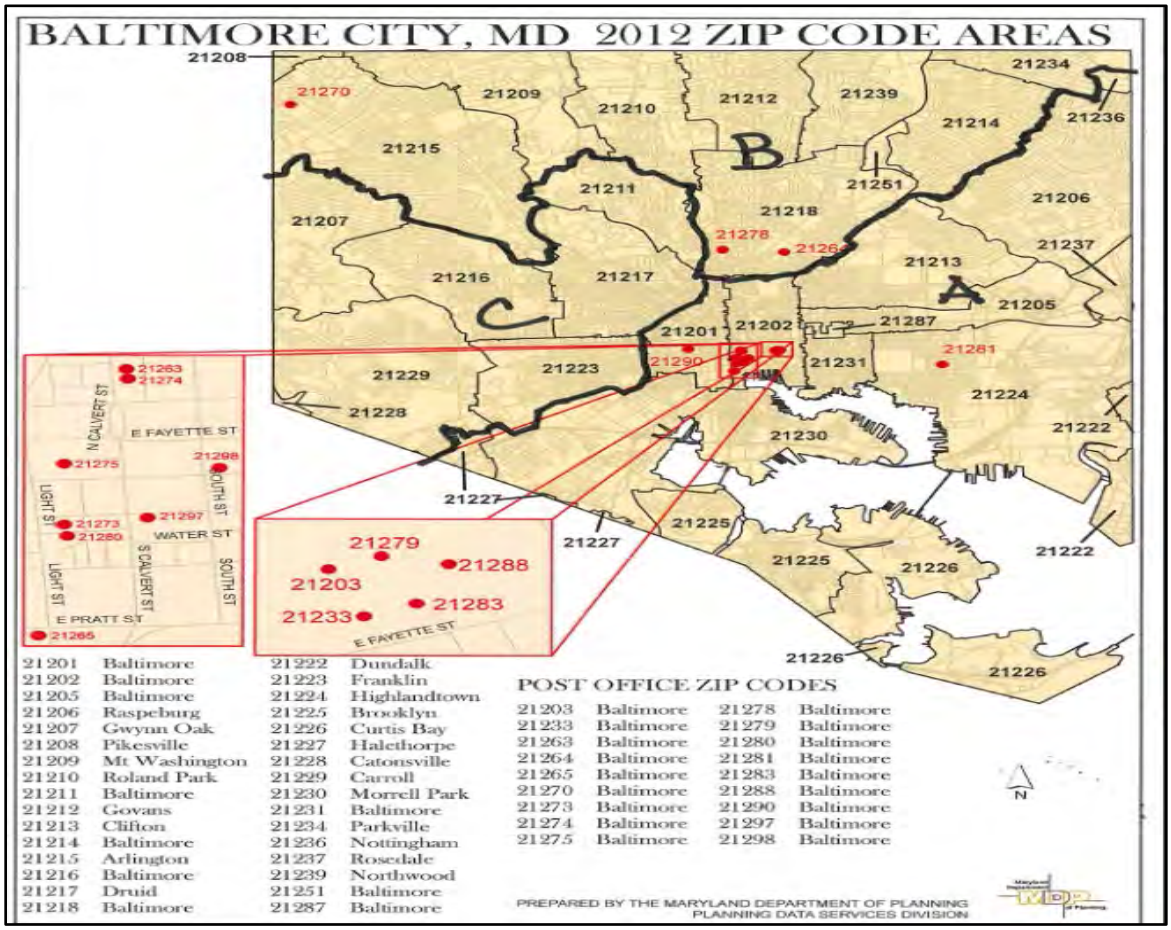
- Procurements designated to SBR Program and awarded to certified Small Businesses: 45.3% (FY 22: 11.8%)
- Non-designated procurements and payments to certified Small Businesses: 53.4% (FY22:17.7%)

Student Affairs

New Enrollment Management/Recruitment Plans & Communication Enhancements

Enrollment Management Plan
The Dean of Enrollment Management and VP for Student Affairs worked to develop a preliminary Enrollment Management & Recruitment Plan for the remainder of fall enrollment. The plan will be refined throughout the rest of the fall and into the spring 24 semesters. The Dean and Admissions Recruiters finalized recruitment territories and strategies. Recruitment territories have been split into three areas. The recruiters are responsible for Baltimore City public high schools, private high schools, and community partners within their assigned zone. The zones have been broken down as:

- Zone A: Frankford/Northwest Baltimore, Highlands, Belair-Edison, Nottingham, Orangeville Industrial Area/East Baltimore, Inner City, Upper Fells Point, Graceland Park/Southwest Baltimore, Dundalk, Seton Hill/Central Baltimore, Federal Hill, Halethorpe, Brooklyn, Curtis Bay
- Zone B: Belair-Edison, Bellona-Gittings/North Baltimore, Cheswolde/Northwest Baltimore, Hamilton, Idlewylde, Pikesville, Waverly, Wyndhurst/North Baltimore, Northeast Baltimore
- Zone C: Gwynn Oak, Walbrook/Southwest Baltimore, Irvington/Southwest, Catonsville, Hampden, Druid Heights, Carrolton Ridge/South Baltimore



Recruiters reviewed each school's profile and gathered contact information to begin engaging with each high school by phone. Each recruiter was provided a script to reference when speaking to each high school. The purpose of the call is to request BCCC be included in the school's college and career readiness events, invite the high school to a campus visit, or allow BCCC to visit the high school and conduct an information session about the college and assist students on the spot in completing the BCCC admissions application. Admissions set a goal to have 100 recruitment events scheduled from October 1, 2023, to July 1, 2024.

In October, a total of 33 recruitment events have been confirmed to date. See chart below.

Date	Organization/School	Event Type
10/9/2023	Renaissance Academy	College & Career Fair
10/9/2023	Carroll County Public Schools	College & Career Fair (Tabling)
10/10/2023	Digital Harbor High School	MSP Presentation & BCCC Application Assistance
10/10/2023	Dunbar High School	BCCC Application Day and Info Session
10/12/2023	Dunbar High School	BCCC Application Day & Info Session
10/12/2023	Mount Saint Joseph & Mount De Sales Academy	College Fair (Tabling)
10/13/2023	Edmondson Westside HS	College Fair (Tabling)
10/13/2023	Excel Academy at Francis M. Wood	Campus Tour & Info Session
10/18/2023	Park Heights Renaissance	Resource Fair
10/18/2023	Baltimore Design School	College Fair (Tabling)
10/19/2023	National Academy Foundation	Information Session (Mayor's Scholars, Granville T. Woods Program, Nursing Program, Dual Enrollment) & Assist in Completing BCCC Applications
10/20/2023	Green Street Academy	Informational Session: Mayor's Scholars Program, Dual Enrollment, Application Process
10/21/2023	Prison 2 Professionals	Virtual Job Fair
10/23/2023	Augusta Fells Savage Institute of Visual Arts	Application Assistance
10/24/2023	Baltimore Polytechnic	College Fair (Tabling)
10/25/2023	Dundalk High School	College Representative
10/25/2023	Youth Opportunity Academy & Mayor's Office of Employment Development	Fall Open House
10/26/2023	REACH! Partnership High School	College Fair (Tabling)
10/27/2023	Baltimore Design School	Campus Tour and Informational Session
10/27/2023	Horus Scholars	College, Trades, and Scholarship Expo
10/27/2023	Horus Scholars	College, Trades, and Scholarship Expo
10/31/2023	Parkville HS	College/Trade
11/7/2023		
11/9/2023	Baltimore Leadership School for Young Women	Information Session
11/9/2023	REACH! Partnership High School	Campus Tour & Information Session
11/9/2023	Academy for College and Career Exploration	College and Career Readiness Night (Presentation 10-12)
11/13/2023	Western High School	College Fair (Tabling)
11/13/2023	Green Street Academy	College Fair (Tabling)
11/14/2023	Reginald F. Lewis High School	College Fair (Tabling)
11/14/2023	Patterson High School	College Fair (Tabling)
11/14/2023	Benjamin Franklin High School	College Fair (Tabling)
11/15/2023	Carver Vocational-Technical High School	College Fair (Tabling)
11/15/2023	Coppin Academy High School	College Fair (Tabling)

11/15/2023	Frederick Douglass High School	College Fair (Tabling)
11/16/2023	Mergenthaler Vocational Technical High School	College Fair (Tabling)
11/16/2023	Reach! Partnership High School	College Fair (Tabling)
11/16/2023	National Academy Foundation High School	College Fair (Tabling)

Enhanced Communication to New Student Applicants

For September the Admissions & Recruitment Team worked with IT to automate the process to provide admitted applicants with an email that includes their BCCC Student ID, username, instructions on how to create their password, and access the myBCCC Panther Portal has been implemented. Below you will find an example of the email communication now being sent to each admitted applicant.

BCCC Baltimore City Community College

Information Technology Services

ITS Helpdesk | 410-462-7411 | helpdesk@bccc.edu

Dear Shirley Telfer,

Welcome to Baltimore City Community College (BCCC)!

As a BCCC student, your student ID, username and password provide you access to the myBCCC Panther Portal, class registration, Canvas, financial aid information, tuition and bill payments, student email, and more:

BCCC Student ID: B00558641

Username / Email Address: stelfer@student.bccc.edu

Initial Password: BCCc_ followed by year of birth in four digits, month of birth in two digits, day of birth in two digits (YYYYMMDD) plus the **first initial of your first name as an uppercase letter.**

Example:

John Smith was born July 20, 1990

Username / Email Address: jsmith@student.bccc.edu

Initial Password: BCCc_19900720J

Next Step:

Please visit https://www.bccc.edu/mybccc to access student portal, email, and other educational resources.

When you log in for the first time, select a strong password and never share your password with anyone!

Check your BCCC student email, the official communication method of Baltimore City Community College. In the future, information regarding your classes and other BCCC communications will be sent only to your stelfer@student.bccc.edu email address.

For further assistance with access, please email helpdesk@bccc.edu or call 410-462-7411.

Congratulations on taking this next step towards your future success!

With regards,

Information Technology Services

Baltimore City Community College

2901 Liberty Heights Avenue, Baltimore, MD 21215-7893

This communication enhancement simplified the onboarding process for new students and reduced the steps necessary to enroll. The Dean of Enrollment Management worked with IT to create standard views or reports in CRM Recruit that will provide the following data:

- Applications by Recruiter
  - Allow recruiter to monitor applicants by assigned territory.
- Number of Applications Received (Daily/Weekly/Monthly)

In addition to working on the implementation of the Manage Events and Text Messaging features in CRM Recruit. The Manage Events feature allows admissions to create recruitment events for external stakeholders to registrar online. Once

registered admissions can track recipients from each event to see if they apply, are admitted, and enroll. The Text Messaging feature will further enhance BCCCs communication with prospective students.

November

Procurement

The College is currently developing a comprehensive plan to outsource the bookstore. To ensure a successful transition, the College has already completed the following steps:

- Several engagements with the potential vendor
- Numerous meetings with internal stakeholders
- Several demonstrations of the ordering portal, including with the leadership team of Academic Affairs
- A focused meeting with BCCC's Information Technology (IT) team and the potential vendor's IT staff
- Onsite visit to the BCCC campus by the potential vendor

Based on the current timeline, the College expects to submit the bookstore agreement to the BCCC Board for approval in December 2023

Reports

Small Business Reserve (SBR) Annual Report
The State's SBR program mandates that the state agencies strive to achieve a 15% goal of procurement dollars spent toward certified small businesses. The College's achievement for Fiscal Year 23:

- Procurements designated to the SBR Program and awarded to certified Small Businesses: 45.3% (Previous year for FY 22: 11.8%)
- Non-designated procurements and payments to certified Small Businesses: 53.4% (Previous year for FY22:17.7%).

Student Affairs

Student Affairs engaged with various high schools and community partners. The Recruiters and Mayor's Scholars Program staff participated in twenty-five off-campus and on-campus recruitment activities.

The Interim Vice President of Student Affairs worked with Admissions staff to develop a new internal review process for transcripts not uploaded by the applicant when completing the admissions application. Under the new process, transcripts are evaluated by the Specialist and recorded in Banner, then the transcript is uploaded into CRM Recruit and SharePoint by the Data Entry Team. This new process streamlines the internal review process leading to faster and efficient processing of transcripts.

Also, the Admission Recruiter reviewed the Baltimore City Middle School profiles and collected the school's contact information for BCCC to begin engaging with middle schools in the new year. BCCC is planning to engage with 8th grade students to discuss the dual enrollment program. Earlier engagement allows the college to work with students to begin developing college and career pathways.

The twenty-five off-campus and on-campus recruitment events for the month of November are listed below.

Date	Organization/School	Event Type
11/2/2023	Commodore John Rodgers School	College Fair (Tabling) MSP Presentation
11/7/2023	Coppin Academy High School	Informational Session: Mayor's Scholars Program, Dual Enrollment, Application Process
11/8/2023	Career Academy	Informational Session: Mayor's Scholars Program, Application Process

Date	Organization/School	Event Type
11/9/2023	Baltimore Leadership School for Young Women	Information Session
11/9/2023	REACH! Partnership High School	Campus Tour & Information Session
11/9/2023	Academy for College and Career Exploration	College and Career Readiness Night (Presentation Dual Enrollment, MSP) (Presentation 10-12)
11/10/2023	Baltimore City Mayor Veterans Day Parade	
11/12/2023	Veterans & Military Families Month Program at Northwood Appold United Methodist Church	Veterans & Military Family
11/13/2023	Western High School	College Fair (Tabling)
11/13/2023	Green Street Academy	College Fair (Tabling)
11/14/2023	Reginald F. Lewis High School	College Fair (Tabling)
11/14/2023	Dunbar High School	College Fair (Tabling)
11/14/2023	Patterson High School	College Fair (Tabling)
11/14/2023	Benjamin Franklin High School	College Fair (Tabling)
11/15/2023	Carver Vocational-Technical High School	College Fair (Tabling)
11/15/2023	Coppin Academy High School	College Fair (Tabling)
11/15/2023	The Excel Center Adult High School	Presentation
11/15/2023	Frederick Douglass High School	College Fair (Tabling)
11/16/2023	Mergenthaler Vocational Technical High School	College Fair (Tabling)
11/16/2023	Dunbar High School	College Fair (Tabling)
11/16/2023	Reach! Partnership High School	College Fair (Tabling)
11/16/2023	National Academy Foundation High School	College Fair (Tabling)
11/16/2023	Augusta Fells & Bulford Dre Jemison STEM Academy	Family College Info Night (Tabling)
11/21/2023	Bluford Drew Jemison STEM Academy	MSP Presentation, Application Assistance, Information Session
11/29/2023	Mt. Clare Christian School	Information Session & Campus Tour

Additionally, to expand communication with potential applicants, BCCC has engaged with Mongoose to discuss utilization of their text messaging software. Text messaging would be an additional form of communication to use when engaging with potential applicants and admitted/enrolled students.

REALIGNMENT TASK 6

"Engage in a comprehensive review of all positions, faculty, and staff at BCCC."
Mr. Aubrey Bascombe, Vice President, Finance & Administration
Dr. Jacqueline Hill, Vice President for Academic Affairs

The College diligently focused on Phase 2 of this Realignment Task to review and determine position needs. An integral part of this phase includes strategic assessment of personnel and position alignment for the purposes of meeting the needs of students and ensuring the mission and vision of the College is carried out in an effective and efficient manner. The creation of a monthly and quarterly position detail report has been implemented as a vehicle for reviewing position status for each division of the College. The newly implemented process also provides a snapshot of the workforce in each division to quickly identify and address gaps that impact services to students.

In addition to the implementation of a monthly and quarterly position review, Phase 2 also includes initiation of management and employee training sessions at the College for the purpose of providing all levels of the organization with

personal and professional capacity building opportunities. These sessions are structured to introduce new skillsets to employees at every level, provide avenues of coaching to managers and supervisors resulting in the continued development of leadership and ensuring employees are aware of their rights and responsibilities to ensure students receive a quality education at BCCC.

In FY 2023, the College implemented a new salary range for faculty. This new salary range is based on market research, including comparisons to other community colleges in Maryland. Before implementing the new salary range, BCCC's leadership held several engagements with faculty members at all levels, including meetings with the Faculty Senate leadership team and an open forum for all faculty members to provide feedback. As a result of the analysis performed to transition to the new salary range, the College identified a few faculty members below the minimum salary of the new range. Therefore, BCCC adjusted the affected faculty members' salaries for equity and transparency.

Modified Faculty Salary Range

Rank	Minimum	Midpoint	Maximum
Professor	$ 77,440	$ 96,800	$ 116,160
Associate Professor	70,400	88,000	105,600
Assistant Professor	62,000	77,500	93,000
Instructor	58,000	69,600	81,200

REALIGNMENT TASK 7

"Establish strong relationships with key stakeholders."
Mr. Gussener Augustus, Vice President, Advancement

January – March

WBJC

WBJC Staff Community Engagement

The College has expanded opportunities to extend the BCCC brand in the community via WBJC. In the past the College did not provide effective community outreach regarding the collaboration between the radio station and BCCC. It is clear that the College holds the ownership of the radio statio.

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

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

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

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

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

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

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

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

WBJC Corporate Support Partnerships

The College can demonstrate the number of businesses who underwrite programs and content on WBJC; thereby providing both funding support and branding.

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

WBJC Program Highlights

WBJC programs and content of note for the month.

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

- 1-21-23 Annapolis Symphony Broadcast

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

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

Communications, Public Relations, and Outreach

Updated media list created for media inquiries and press releases.

- Radio One
- Afro Newspaper
- Baltimore Sun
- Baltimore Banner
- Maryland Matters
- Bmore News
- WMAR
- WBFF
- WBAL
- FOX
- WJZ

Media connections for February

- Radio One
- Afro

Community Meetings and Engagement

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

- Super Kids Camp - A free STEM camp for youth in the 1st through the 5th grades has extended an opportunity to BCCC students, faculty, and staff. The camp will operate June 27 – August 5.
- Branches Internship Program- A job program for high school Baltimore City Youth.

Mt. Lebanon Baptist Church

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

WBJC Staff Community Engagement

Opportunities were noted that the WBJC staff extend the BCCC brand in the community.

St. David's Music Series: Judith Krummeck interviewed Douglas Buchanan, Director of Music Ministries, and Rahze Cheatham, baritone and 2022-23 Composer-in-Residence, about the recital and events honoring the life of Frederick Douglass.

John Hopkins Symphony Orchestra: Jonathan Palevsky interviewed Jed Gaylin, Music Director, about the March 4 concert.

Shriver Hall Concert Series: Judity Krummeck interviewed Double bass player, Joseph Conyers, was interviewed about his performance of Dvorak's String Quintet in G major with the Dover Quartet.

Johns Hopkins Book Club: Judith Krummeck was invited to participate in a discussion about Cry, the Beloved Country by Alan Paton.

Pro Musica Rara: Jonathan Palevsky interviewed Paul Leenhouts, Recorder player, about the upcoming Italian Splendor concert on March 5 at the Baltimore Museum of Art.

Annapolis Symphony Orchestra: Jonathan Palevsky gave pre-concert talks at their February 3-4 concerts at The Maryland Hall for the Creative Arts.

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

John Hopkins Osher Program: Jonathan Palevsky taught classes on Music in Italy.

WBJC Corporate Support Partnerships

Businesses who underwrite programs and content on WBJC:

Returning Clients

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

New Clients

- St. Paul's Church
- Pro Musica Rara

WBJC Program Highlights

WBJC programs and content of note for the month include:

Music in Maryland

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

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

Book Notes

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

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

BCCC Event Promotion

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

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

Communications, Public Relations, and Outreach

Staff Newsletter Outlined

- Message from President
- College awards
- New Staff Announcements
- Cabinet Updates
- Middle States Updates
- Staff Resources
- Community News

Social Media

Launched LinkedIn campaign, gained 166 new followers in the last 29 days.

- Highlighted past alumni.
- Highlighted strategic partners.
- A Twitter Follower Growth Plan has been developed, utilizing the 14,000+ followers on LinkedIn to help grow the existing number of followers.

Community Meetings/Engagement

Greater Mondawmin Coordinating Council

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

April

WBJC Staff Community Engagement

The following opportunities were identified to extend the BCCC brand in the community via WBJC.

St. David's Music Series

Douglas Buchanan, Director of Music Ministries, was interviewed about the 47th annual Baltimore Bach Marathon by Judith Krummeck.

Baltimore Classical Guitar Society

Guitarist, Xuefei Yang, was interviewed about her March 25th concert at Towson University by Kati Harrison.

Shriver Hall Concert Series

Cellist, Tanja Tetzlaff, was interviewed about the recent Tetzlaff-Tetzlaff-Dorkin Trio performance, by Judith Krummeck.

Candlelight Concert Society

Artistic Director Irina Kaplan Lande and Ori Kam of the Jerusalem Quartet were interviewed about the quartet's April 23rd concert by Jonathan Palevsky.

Baltimore Choral Arts

Guest Conductor, Dr. Rosephayne Powell, was interviewed about her approach to composition and her presentation of Her Voice on March 5th by Kati Harrison. Conductor, Blake Clarke, was interviewed about the Choral Arts' performance on April 5th at Goucher College by Jonathan Palevsky.

University of Maryland, College Park

Clarinetist, Robert DiLutis, also of the Annapolis Symphony, joined Phil Greenfield of The American Record Guide and Kati Harrison on the March 11th edition of Face the Music.

Annapolis Symphony Orchestra

Jonathan Palevsky gave pre-concert talks at their March 3rd, 4th, and 31st, concerts at The Maryland Hall for the Creative Arts.

Johns Hopkins Symphony Orchestra

Music Director, Jed Gaylin, was interviewed about their April 15th concert at Shriver Hall by Jonathan Palevsky.

Opera Baltimore:

Artistic Director, Julia Cooke, was interviewed about the opera La Traviata by Jonathan Palevsky.

New Orchestra of Washington

Jonathan Palevsky gave pre-concert talks at their March 28th concert at The Jewish Community Center in Rockville.

Baltimore Chamber Orchestra

Jonathan Palevsky provided information at their March 19th concert at Goucher College.

Handel Choir

Staff member Jonathan Palevsky gave pre-concert talks at their March 11th concert at Grace United Methodist Church.

The Saint Charles Theatre:

Staff member Jonathan Palevsky hosted the Cinema Sunday series for the month of March.

John Hopkins Osher Program

Staff member Jonathan Palevsky taught classes on Music in Italy.

Towson University

Staff member onathan Palevsky taught classes on The Great Symphonists.

WBJC Corporate Support Partnerships

The following are Businesses who underwrote programs and content on WBJC

Returning Clients

Baltimore Symphony Orchestra, Peabody Institute, Ballet Chesapeake, Cynipid Fund, Bach in Baltimore, Baltimore Choral Arts Society, Baltimore Chamber Orchestra, Community Concerts at 2nd, Baltimore Classical Guitar Society Shriver Hall in Series, Maryland State Boys' Choir, St. Paul's Church, Elville and Associates, Opera Baltimore, The St. David's Music Series, Kennedy Center, Zeke's Coffee, Culligan Water, Maryland Lyric Opera, Handel Choir.

New Clients

Baltimore Museum of Industry

WBJC Program Highlights

The following are WBJC programs and content of note for the month include:

Music in Maryland

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

- 3-4-23 Washington Metropolitan Philharmonic, Peabody's Amit Peled, U of MD Robert DiLutis.
- 3-11-23 Annapolis Symphony Concert Preview.
- 3-18-23 Annapolis Symphony Recorded Concert.
- 3-25-23 Angela Hewitt at Candlelight.

Book Notes

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

- 3-4-23 Passager, the local independent literary press dedicated to older writers founding editor, Kendra Kopelke, was interviewed about their current poetry contest and latest issue.
- 3-27-23 Fine Arts Baltimore Curator, Ann Shafer, was interviewed about the second edition of the Baltimore Fine Art Print Fair.

Communications, Public Relations, and Outreach

Staff Newsletter- Relaunching

- Campus Updates
- Middle States website link
- Featured 2022 Paragon Award for "Best Graphics" received from the National Council for Marketing and Public relations (NCMPR)
- Featured faculty member, Dr. Katana Hall, winner of the Zeta Phi Beta, Sorority, Incorporated "Educator of the Year" award

Social Media

Implemented strategy to increase social media followers and content.

- Increase in Twitter Followers
- Increase in LinkedIn followers
- Public Relations/Communications now oversees social media platforms as part of the new strategy to increase social media interaction and followers
- Created new video reels for Student Affairs Women's History Month events recap
- Created Multi-platform social media calendar

Community Meetings/Engagement

Greater Mondawmin Coordinating Council

The Advancement area reconnected BCCC with the Mondawmin Coordinating Council to build a strong partnership for future collaboration and initiatives that benefit the immediate community.

TouchPoint Baltimore

The Advancement area coordinated a meeting between BCCC president and co-founder and president of TouchPoint Baltimore, a community organization in the Greater Mondawmin neighborhood that provides a plethora of services to empower residents through education, employment, and workforce development.

Park Heights Renaissance

Advancement reconnected BCCC with the Park Heights Renaissance community organization to created areas of collaboration and mutual benefit.

May

WBJC Staff Community Engagement

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

Pro Musica Rara

Soprano Clara Rottsolk and violinist Ivan Stefanovic were interviewed about their April 30th concert at the Baltimore Museum of Art by Jonathan Palevsky.

Baltimore Classical Guitar Society

The Los Angeles Guitar Quartet was interviewed about their April 29th concert at Towson University by Jonathan Palevsky.

Kappa Guild of Baltimore

Dyana Neal interviewed Sheila Mentz about the upcoming fundraising fashion show which will benefit the group's charitable giving to local hospitals and other causes.

Everyman Theatre

Company member, Bruce Nelson, was interviewed about the upcoming show Harvey on April 26th by Gavin Witt.

Theatre Project

Writer Meg Huskin and director Elisheva Pront were interviewed about their original cabaret show My Dearest Jane being performed on April 25th by Gavin Witt.

Chicago Symphony Orchestra

Baltimore author, Bruce Goldfarb, was interviewed about his book, 18 Tiny Deaths, that features artwork about the Chicago Symphony Orchestra and the Chief Medical Examiner of Maryland's office, by Jonathan Palevsky.

Shriver Hall Concert Series

Judith Krummeck interviewed Polish born pianist, Piotr Anderszewski, about his Baltimore recital on April 20th.

Candlelight Concert Society

Jonathan Palevsky gave an in concert talk with the Jerusalem Quartet during their performance at the Smith Theater at Howard Community College on April 23rd.

Johns Hopkins Symphony Orchestra

Jed Gaylin and Rafaella Dreisin were panelists on the April 1st episode of Face the Music. Jonathan Palevsky gave a pre-concert talk at Shriver Hall for the orchestra's April 22nd concert.

Music at St David's

Judith Krummeck interviewed Douglas Buchanan, Director of Music Ministries, about a concert liturgy commemorating Good Friday.

Annapolis Symphony Orchestra

Jonathan Palevsky gave a pre-concert talk at their April 1st concert at The Maryland Hall for the Creative Arts and recorded an interview for the orchestra with director Jose Luis Novo on April 4th.

The National Philharmonic

Violinist, Melissa White, was interviewed about the music of African American composer Florence Price and the orchestra's performance of her music on April 15th at the Strathmore Music Center.

Firsthand Records:

Washington DC native and pianist Sarah Cahill was interviewed about her upcoming release The Future is Femail Vol 3 by Kati Harrison.

Apprentice House Press at Loyola University

Staff member Judith Krummeck signed a publishing contract for her novel, The Deceived Ones, Or, The Food of Love. Publication date: May 2024.

The University of Baltimore

Staff member Judith Krummeck addressed the 2023 thesis class of the Creative Writing and Publishing Arts MFA program.

The Saint Charles Theatre

Staff member Jonathan Palevsky hosted the Cinema Sunday series for the month of April.

John Hopkins Osher Program

Staff member Jonathan Palevsky taught classes on Music in Italy.

Towson University

Staff member Jonathan Palevsky taught classes on The Great Symphonists.

Iliad at Roland Park Place

Staff member Jonathan Palevsky taught classes on Joseph Haydn.

WBJC Corporate Support Partnerships

The following Businesses who underwrite programs and content on WBJC include:

Returning Clients

Baltimore Symphony Orchestra, Peabody Institute, Ballet Chesapeake, Cynipid Fund, Community Concerts at 2nd, Baltimore Classical Guitar Society, Shriver Hall in Series, Elville and Associates, Opera Baltimore, The St. David's Music Series, Kennedy Center, Zeke's Coffee, Culligan Water, Maryland Opera, Baltimore Museum of Industry, Framin' Place, Grace United Church, University of Maryland Baltimore Campus, Brown Memorial, Chesapeake Shakespeare, Embassy Suites North, Annapolis Symphony.

New Clients

Everyman Theatre, Shakespeare Theatre Company, Classic Catering

WBJC Program Highlights

The following are WBJC programs and content of note for the month include:

Music in Maryland

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

- 4-1-23 Baltimore Symphony Orchestra performances of Rachmaninoff
- 4-15-23 Annapolis Symphony "Celebrating America."
- 4-22-23 Baltimore and Prokofiev

Book Notes

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

- 4-8-23 University of Maryland professor, Judy Sorum Brown, was interviewed about poetry month.
- 4-22-23 Baltimore-Washington area violinist, Brendan Slocumb was interviewed about his new book Symphony of Secrets.

Public Relations & Outreach

Community Meetings and Engagement

Maryland Food Bank (MFB) "Pathways Out of Poverty"
The department met with Devonne Franklin, resulting in several partnership opportunities. Maryland Food Bank's Pathways Out of Poverty program is in its infancy and a terrific opportunity for BCCC to impact the marginalized section of the community. MFB's goal with this program is to deal with the core reason that people are food insecure (i.e., unemployment, under employment, and lack of education). Our discussion birthed the following solutions.

- BCCC representative to speak at the upcoming regional partner meeting in July.
- Opportunity for BCCC to host the July regional meeting in our Fine Arts Center.
- Possibility of hosting regional meeting here on campus in the Fine Arts Building
- Providing canvassing materials for MFB representatives while in the field to offer BCCC programs as a resource in their wrap around services.
- Partnership Landing page and or dedicated staff representative in Admissions that Pathway Out of Hunger Participants can call.

Blind Industries and Services of Maryland
The department initiated a meeting with Matt Yannuzi, manager of Independence Training & Rehabilitation and had a high-level conversation on a community partnership with BCCC with following components:

- BCCC becoming their academic partner for young people going through their program.
- Online education that is compatible with their screen readers.
- Continuing education opportunities for BISM staff.

Greater Baltimore Urban League
The department met with Tiffany Adams President and CEO Greater Baltimore Urban League. Discussed was GBUL's traditional relationship and MOU with the college and ways to relaunch a strong partnership with BCCC to assist students in the following areas.

- Working with BCCC on community initiatives (i.e., food insecurity, and homelessness). They currently have a partnership with Giant Food and would like to do a community food distribution.
- Transportation assistance for students (bus/metro passes). The GBUL has funds for free bus passes and would like to make this a resource for our students.
- They have funding for workforce development and would like to utilize BCCC as their education partner.

Cross Functional Department Meetings

Panther Pride Week Committee

- The department updated social media with promotional panels.
- The department assisted with an online scavenger hunt.

Commencement Committee

The department negotiated the catering contract with a decrease in cost over last year.

Student Life & Engagement Social Media Initiatives

The department worked with Student Life and Engagement on social media initiatives to highlight a more vibrant student life persona on our platforms.

- The department met with President of the Faculty Senate on working together on a Juneteenth event.
- The department strategized how to synergize and utilize faculty in various departments such as Music, Fashion, and Communication.

Middle States

- Served on Standard II working group.
- Served as Co-Chair of Communications and Events Committee
- Staff served on Middle States Steering Committee
- The department organized and hosted a Transfer Fair table.
- The department organized and hosted a Women's Entrepreneur Fair table.
- The department organized and hosted a Donuts and Dialogue event for staff.
- The department organized and hosted a Middle States table for Panther Pride movie day.
- The department coordinated logistics for the Middle States Draft 1 Update event.
- The department assisted in the preparation of slides presented at the Middle States Staff/Faculty Update session.

Campus Events

Confessions of a Baltimore Beekeeper

The department launched BCCC's special speaker series by hosting Nikia Rowe, President and Founder of John Newman Honeybee Company, as our guest lecturer. Ms. Rowe spoke about her tenure in Baltimore City Public schools as a teacher and an administrator, and her transition into her current passion, beekeeping.

Press Releases

The Marketing/ Communications department has extended its outreach with the BCCC brand issued press releases for:

- Paragon Awards
- Confessions of a Beekeeper

Social Media

Panther Pride

The department collaborated with the new Director of Student Life and Engagement on an Instagram component of the Panther Pride Scavenger Hunt. Participants are directed to tag BCCC in their pictures of found items as they post them on their personal Instagram pages. This will encourage those who do not currently follow us to do so. BCCC will have the ability to track engagement by following a hashtag.

LinkedIn

Added 159 new followers in the last 30 days.

Website

Headline Section Updated (Moving forward content will be created weekly)

The department created content for the BCCC website headline section for the following news:

- Bridges to Baccalaureate
- Paragon Awards
- Confessions of a Beekeeper
- Associated black Charities Spotlight on Kurt Schmoke
- Bridges to Baccalaureate second cohort group accepting applications.
- BCCC Baltimore Business Journal article

Projects

Newsletter

The department created a newsletter layout, with additional graphics adjustment and multiple revisions.

Media Monitoring

The department BCCC was utilizing Burrelles for our media monitoring. Unfortunately, this vendor did not meet all of our needs. The department is researching the following vendors:

- Prowly
- Cision
- Muck Rack

June

WBJC Staff Community Engagement

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

Baltimore County Public Schools

Middle School Bands festival on May 11-15 was juried by professional musicians including Abhinn Malhotra.

Poulenc Trio

Baltimore bassoonist, Bryan Young, was a guest on the May 20th episode of Face the Music with Kati Harrison and Jonathan Palevsky.

Johns Hopkins Symphony

Music Director, Jed Gaylin, was a guest on the May 6th episode of Face the Music with Kati Harrison and Jonathan Palevsky.

ASIA Families

Composer, Matthew Jilhoon Pellegrino, was interviewed about his music being performed as part of a benefit concert for Asian adoptees in America by Abhinn Malhotra.

United States Coast Guard

Public Affairs Officer, David Hyde, was interviewed about Maryland's boating safety week by Mark Malinowski.

Chesapeake Shakespeare Company

Founding company member and Producing Executive Director, Lesley Malin, was interviewed about the upcoming production of Hamlet, and about the 2023-24 season of RULE-BREAKERS, a celebration of mavericks, by Judith Krummeck.

Baltimore Symphony Orchestra

Music Director Designate, Jonathan Heyward, was interviewed about his arrival at the symphony by Judith Krummeck.

The Baltimore Sun

Music critic and contributor, Phil Greenwood, was a guest on the May 6th episode of Face the Music with Kati Harrison and Jonathan Palevsky.

Baltimore Choral Arts

Bass-Baritone, Carl DuPont, was interviewed about his performance in the title role of Mendelssohn's Elijah performed on May 21st at Morgan State University by Jonathan Palevsky.

The New Orchestra of Washington

Staff member Jonathan Palevsky was invited to attend and represent WBJC at the orchestra's fundraising gala on May 3rd.

Baltimore Chamber Orchestra

Staff member Jonathan Palevsky gave a pre-concert talk at their May 14th concert at Goucher College.

Continuous Programming and Activities:

Annapolis Symphony Orchestra
Jonathan Palevsky gave a pre-concert talk at their May 5th and 6th concerts at The Maryland Hall for the Creative Arts.

Shriver Hall Concert Series
Jonathan Palevsky gave a pre-concert talk at their May 14th concert at Johns Hopkins University.

Candlelight Concert Society
Jonathan Palevsky was asked to be the gala auctioneer for their fundraising event at Howard Community College on May 20th.

John Hopkins Osher Program
Staff member Jonathan Palevsky taught classes on Music in Italy.

Towson University
Jonathan Palevsky continues to teach classes on The Great Symphonists.

Iliad at Roland Park Place
Jonathan Palevsky continues to teach classes on Joseph Haydn.

Meyerberg Center
Jonathan Palevsky taught classes on American music.

WBJC Corporate Support Partnerships

Businesses who underwrite programs and content on WBJC.

Returning Clients

Baltimore Symphony Orchestra, Peabody Institute, Cynipid Fund, Community Concerts at 2nd, Baltimore Choral Arts, Shriver Hall in Series, Elville and Associates, Kennedy Center, Zeke's Coffee, Culligan Water, Framin' Place, University of Maryland College of Arts, Chesapeake Shakespeare, Embassy Suites North, Annapolis Symphony, First and Franklin, Candlelight Concerts, Gertrude's, Bach in Baltimore, Handel Choir.

WBJC Program Highlights

WBJC programs and content of note for the month.

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

- 5-6-23 Baltimore Symphony Orchestra celebrating Brahms and Tchaikovsky.
- 5-13-23 Candlelight Concerts "The Knights who Say Beethoven".
- 5-20-23 Baltimore and Symphony Orchestra plays Schumann and Tchaikovsky.

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

5-5-23 Johns Hopkins University School of Medicine International Arts + Mind Lab at the Center for Applied Neuroscience founding director, Susan Magsamen, was interviewed about her New York Times bestselling book, Your Brain on Art.

Public Relations & Outreach

Community Meetings and Engagement

Associated Black Charities
Started weekly evening sessions for Associated Black Charities' Board Pipeline Leadership Development Program. This program was launched in 2011 to begin changing the landscape of nonprofit leadership in the Baltimore-Washington region. The department completed the following sessions:

NONPROFIT BOARDS
Facilitated by: Amy Coates Madsen, Maryland Nonprofits

BOARD SERVICE: A KALEIDOSCOPIC VIEW
Facilitated by: Tawana Bhagwat, Organization at its Best.
Lyndsae' Peele, Kingdom Vision Enterprises, LLC

RECOGNIZING AND NEGOTIATING THE 'ISMS' OF BOARD SERVICE
Facilitated by: Dr. Tracey Durant, Baltimore City Public Schools
Rajani Gudlavaletti, Baltimore Harm Reduction Coalition

Working with BCCC on community initiatives (i.e., food insecurity, and homelessness). They currently have a partnership with Giant Food and would like to conduct a community food distribution.

ABC has funding for workforce development and would like to utilize BCCC as their education partner.

Cross Functional Department Meetings

Panther Pride Week Committee

- The department updated social media with promotional panels.
- The department assisted with an online scavenger hunt.

Served on Commencement Committee

The department negotiated the catering contract with a decrease in cost over last year.

Student Life & Engagement Social Media Initiatives

The department worked with Student Life and Engagement on social media initiatives to highlight a more vibrant student life persona on our platforms.

- The department met with President of the Faculty Senate, Dr. Katana Hall, on working together on a Juneteenth event.
- The department discussed a theatrical presentation by the theatre department.
- The department strategized how to synergize and utilize faculty in various departments such as Music, Fashion, and Communication.
- The department met with Professor Arnette of the Music Department on working together on Juneteenth initiatives.

Middle States

- Served on Standard II working group.
- Served as Co-Chair of Communications and Events Committee
- Served on Middle States Steering Committee
- The department organized and hosted a Transfer Fair table.
- The department organized and hosted a Women's Entrepreneur Fair table.
- The department organized and hosted a "Donuts and Dialogue" event for staff.
- The department organized and hosted a Middle States table for Panther Pride movie day.
- The department coordinated logistics for the Middle States Draft 1 Update event.
- The department assisted in the preparation of slides and presented at the Middle States Staff/Faculty Update session.

Press Releases/Earned Media

- The Baltimore Banner
- Radio One
- Baltimore Business Journal
- Afro Newspaper
- WMAR
- TechEzine

Social Media

Panther Pride

The department collaborated with the new Director of Student Life and Engagement on an Instagram component of the Panther Pride Scavenger Hunt. Participants are directed to tag us in their pictures of found items as they post them on their personal Instagram pages. This will encourage those who do not currently follow us to do so. We will be able to track engagement by following a hashtag.

LinkedIn

Added 159 new followers in the last 30 days.

Facebook

Page visits are up by 7.2%

Instagram

Page visits up by 22.8%

Twitter

Impressions are up by 142%

Website

Headline Section Updated (Moving forward content will be created weekly)

The department created content for the BCCC website headline section for the following news:

- Bridges to Baccalaureate
- Paragon Awards
- Confessions of a Beekeeper
- Associated black Charities Spotlight on Kurt Schmoke
- Bridges to Baccalaureate second cohort group accepting applications.
- BCCC Baltimore Business Journal article

July – September

Community Outreach &Engagement

The division participated in several meetings with key stakeholders that wish formally to partner with BCCC to expand community outreach and engagement. Organizations the division met with are:

College Bound Foundation

BCCC sponsored a table at the annual College Bound Scholars' Luncheon and celebrated several students who have enrolled at BCCC for the Fall Semester.

United Way of Central Maryland

UWCM has partnered with a common community partner, Greater Mondawmin Coordinating Council (VP for Advancement serves as a member of the GMCCC board).

Baltimore City Information and Technology (BCIT)

BCIT will host a community-based IT program for city residents and has met several times with BCCC to discuss ways to develop and implement a program in the northwest corridor of the city.

Coppin Heights Community Development Corporation

Coppin Heights CDC has expressed ways BCCC can serve as a strong community partner as they promote and expand their current homeownership program.

WBJC Staff Community Engagement

Opportunities taken by WBJC staff to extend the BCCC brand in the community via WBJC.

Johns Hopkins Symphony

Music Director, Jed Gaylin and General Manager Rafaela Dreisin, were guests on the June 28th episode of Face the Music with Kati Harrison and Jonathan Palevsky.

Iliad at Roland Park Place

Jonathan Palevsky taught classes on Joseph Haydn.

Peabody Ragtime Ensemble

Replay of an episode with the late founder Ed Goldstein and Phil Greenfield of the American Record Guide as guests on the June 3rd episode of Face the Music with Kati Harrison and Jonathan Palevsky.

Candlelight Concerts

A 50th Anniversary Gala prize winner was given a tour of WBJC and had lunch with staff member Kati Harrison. President of the Board, Bryan Young, was a guest on the July 8 episode of Face the Music.

Youthworks

Leader Matthew Berry and a group of young summer workers were given a tour of the station by Kati Harrison and Jonathan Palevsky.

University of Baltimore

Writing professor, Jane Delury, was interviewed about her second book "Hedge" by Judith Krummeck.

Har Sinai Oher Shalom

Jonathan Palevsky taught classes on the music of Italy.

Candlelight Concerts

A 50th Anniversary Gala prize winner was given a tour of WBJC and had lunch with staff member Kati Harrison. President of the Board, Bryan Young, was a guest on the July 8 episode of Face the Music.

WBJC Corporate Support Partnerships

Businesses who underwrite programs and content on WBJC

Returning Clients

Opera Baltimore, Bach in Baltimore, St. David's Church, Maryland Opera, Ballet Chesapeake, Baltimore Symphony Orchestra, Peabody Institute, Maryland State Boys Choir, The Kennedy Center, Handel Choir of Baltimore, Cynipid Fund, Elville and Associates, Zeke's Coffee, Culligan Water, Framin' Place, University of Maryland Baltimore Campus.

WBJC Program Highlights

WBJC programs and content of note for the month.

Music in Maryland

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

- June 3, 2023 - Baltimore Symphony Orchestra celebrating Elgar with Peabody Grads Manuel Barrueco and Leon Fleisher.
- June 10, 2023 - Baltimore Symphony Orchestra with vocalist Isata Kanneh Mason.
- June 17, 2023 - Baltimore Symphony Orchestra music of Bach and more.
- June 24, 2023 - Leon Fleisher, Manuel Barrueco and others play music of Leipzig and Dresden.
- June 7, 2023 - Baltimore Symphony Orchestra celebrating David Zinman.
- June 28, 2023 - Baltimore Symphony Orchestra with David Zinman, Manuel Barruco, Sergiu Comission and more

October

Community Outreach &Engagement

The Division of Advancement participated in several meetings with potential partners and key stakeholders to expand community outreach and engagement. Key stakeholders and organizations the division met with include:

Governor Moore and Lt. Governor Miller visit BCCC

Governor Wes Moore and Lt. Governor Arunah Miller were joined by Senator Antonio Hayes and Secretary Dr. Sanjay Rai of MHEC to tour BCCC main campus and meet with President McCurdy and Cabinet members to discuss several current

and future projects. This was a historical event that included media attention from local television stations. Moreover, this is the start of a continued strong partnership with the Governor's Office and other state agencies as BCCC advances our agenda to change lives and build communities. The focus included the need for capital improvements and the enhancement of technology and equipment utilized in the academy.

Maryland Department of Service & Civic Innovation

BCCC has established a working partnership with Secretary Paul Monteiro and his team to assist in promoting the state's new service program for students 18-21 who live in Baltimore City.

COMCAST

COMCAST awarded BCCC with 100 laptops and $5,000 to assist BCCC students with technical support as they continue their digital equity outreach in Baltimore City. BCCC is currently working on establishing an annual project in which COMCAST serves as a sponsor and/or partner to support digital equity for all students.

Baltimore Office of Information Technology- BOIT

BCCC established a working partnership with BOIT to establish pathways for success for digital inclusion for residents of Baltimore City. The goal of this partnership is to bridge community needs with community college resources as it relates to information technology proficiency. BOIT has access to more than 30K Chromebooks that will be distributed by the Enoch Pratt Free Library system throughout the city of Baltimore to address the growing digital divide many underserved neighborhoods experience. BCCC anticipates receiving a portion of the Chromebooks to benefit students.

WBJC Staff Community Engagement

As Maryland's premiere classical music radio station, WBJC staff work to extend the BCCC brand in the community via broadcasting, events hosted in the community, and other media outlets. These include, but are not limited to:

Johns Hopkins University - Music at Evergreen & JHU Symphony

Judith Krummeck is co-planning the 2023-2024 season with Genya Hopkins. Also, music director, Jed Gaylin, was a guest on the September 27th episode of Face the Music hosted by Kati Harrison and Jonathan Palevsky. Jed Gaylin was also interviewed about the symphony's upcoming concert at Shriver Hall.

Music at St. David's

Dr. Douglas Buchanan, Director of Music Ministries, was interviewed about the 2023-2024 season and his 10th anniversary with the Music at St. David's series by Judith Krummeck.

Beth El Congregation

Staff member Jonathan Palevsky presented during Beth El Congregation's First Wednesday Concert Series on September 6th.

Baltimore Hebrew Congregation

Jonathan Palevsky presented on the music of Joseph Haydn on September 7th.

Baltimore Chamber Orchestra

Staff member Jonathan Palevsky presented on September 10th.

Annapolis Symphony

Jonathan Palevsky presented during the Annapolis Symphony opening weekend concert series at the Maryland Hall for Creative Arts on September 29 and 30.

The following interviews were conducted by WBJC radio personalities:

Vocal Arts DC

General Director, Peter Russell, was interviewed about the company's fall schedule by Jonathan Palevsky.

Candlelight Concert Society

Artistic Director, Irina Kaplan Lande, was interviewed on September 23rd about the upcoming Faure Quartet Concert by Jonathan Palevsky.

Bach in Baltimore

Music Director, Herb Dimmock, was interviewed on September 26th about the fall concert series by Jonathan Palevsky.

Opera Baltimore

Artistic and General Director, Julia Cooke, and members of the company were interviewed on September 29th about the upcoming production of Verdi's Rigoletto by Jonathan Palevsky.

The Baltimore Sun

Music critic and contributor, Phil Greenwood, was a guest on the September 9th episode of Face the Music with Poulenc Trio bassoonist Bryan Young, Kati Harrison and Jonathan Palevsky.

Everyman Theatre

Guest Director, Joanie Schultz, was interviewed about the upcoming adaptation/production of A Doll's House on September 9th and visiting Artist, E. Faye Butler, was interviewed about the community and education fundraising gala A Night for Baltimore on September 25th by Gavin Witt.

Classic Theatre of Maryland

Producing Artistic Director, Sally Boyett, was interviewed about the fall season and opening Cabaret series on September 11th by Gavin Witt.

Fort McHenry

Ranger, Shannon McLucas, was interviewed about the fort's annual Defender's Day celebration by Dyana Neal.

WBJC Corporate Support Partnerships

Businesses who underwrite programs and content on WBJC:

Returning Clients

Vocal Arts DC, St. David's Church, Shriver Hall, Baltimore Symphony Orchestra, Kennedy Center, Annapolis Symphony, Peabody Institute, Opera Baltimore, Maryland State Boychoir, Maryland Opera, Johns Hopkins Symphony, Candlelight Concerts, University of Maryland – Baltimore County, Cynipid Fund, Elville and Associates, Zeke's Coffee, Culligan Water, Framin' Place, Atwater's.

WBJC Program Highlights

WBJC programs and content of note for the month.

Music in Maryland

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

9-2-23 Birthday Tribute to local composer Jonathan Leshnof

Book Notes

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

9-15-23 Baltimore author, Christine Grillo, was interviewed about her debut novel Hestia Strikes a Match.

November

Greater Mondawmin Coordinating Council

Vice President Augustus serves as a member of the Greater Mondawmin Coordinating Council (GMCC) Board of Directors, strengthening the relationship with the board and Mondawmin community.

Liberty Coalition of Neighborhoods

The College hosts the Liberty Coalition of Neighborhoods, a member of the Healthy Neighborhoods Initiative, for recurrent meetings and events.

COMCAST

COMCAST awarded the College 100 laptops and $5,000 for students as part of the company's digital equity outreach in Baltimore City. Additionally, the College is establishing an annual project in partnership with COMCAST to support digital equity for all students. These were available for distribution in December.

United Way of Central Maryland

The College is meeting with United Way of Central Maryland to establish a partnership and address community needs, including access to affordable education, job training, and college readiness programs.

WBJC

WBJC is the College's flagship radio station and Maryland's premiere classical music station. WBJC is extending the BCCC brand in the community via broadcasting, events, and other media outlets:

- Candlelight Concert Society: Jonathan Palevsky gave a pre-concert talk for the Faure Quartet concert at the Smith Theatre, Howard Community College on October 1st.
- Peabody Institute: Jonathan Palevsky hosted a workshop on presenting classical music in concert to the String Department students on October 7th.
- Music at St. David's: Dr. Douglas Buchanan, Director of Music Ministries, was interviewed about the recital and evensong offering for the Commemoration of Indigenous Peoples Day on October 15th by Judith Krummeck.
- Johns Hopkins University – Osher Program: Jonathan Palevsky gave lectures throughout the month on the topics including Music in Vienna and the 12 Pieces that Changed Music.
- Washington Performing Arts at The Kennedy Center: Pianist Simone Dinnerstein was interviewed about a piano 4-hands concert with Awadagin Pratt taking place on October 30th by Kati Harrison.
- The Washington Chorus and National Philharmonic: Artistic Director, Eugene Rogers, was interviewed about their upcoming collaboration with the National Philharmonic in a concert called Universal Lodging on November 5 by Kati Harrison.
- Baltimore Museum of Art: Co-Curator, Analeeb Badiee Banta, was interviewed about the exhibition, Making Her Art: A History of Women Artists in Europe, 14000-1800, by Judith Krummeck.
- Shriver Hall Concert Series: Pianist, Angela Hewitt, was interviewed about her recital of Bach's Goldberg Variations, which opens the series' 2023-24 season by Judith Krummeck.
- Baltimore Choral Arts Society: Anthony Blake Clark, Music Director, was interviewed about the upcoming programs Come Sing Faure's Requiem on October 7th and The Brahms Requiem on November 15th by Jonathan Palevky.
- Bach in Baltimore: Herb Dimmock, Musical Director, was interviewed about the 2023-24 concert season on to aired on October 29th by Jonathan Palevsky.
- Handel Choir: Bryan Bartoldis, Artistic Director, was interviewed about the choir's performance with the Maryland State Boychoir on October 28th by Jonathan Palevsky.

- Annapolis Symphony: Artistic Director, Jose Luis Novo, was interviewed about the upcoming concerts at Maryland Hall on November 3rd and 4th by Jonathan Palevsky.
- Towson University Osher Society: Jonathan Palevsky gave lectures on Music in Italy.
- Live Arts Maryland: Ernie Green, Artistic Director, was interviewed about their upcoming concert on November 4th by Jonathan Palevsky.

WBJC Corporate Support Partnerships

The following corporations have renewed their partnership with WBJC:

1. Vocal Arts DC
2. St. David's Church
3. Shriver Hall
4. Baltimore Symphony Orchestra
5. Kennedy Center
6. Annapolis Symphony
7. Peabody Institute, Opera Baltimore
8. Maryland State Boychoir
9. Maryland Opera
10. Johns Hopkins Symphony
11. Candlelight Concerts
12. University of Maryland Baltimore County
13. Cynipid Fund
14. Elville and Associates
15. Zeke's Coffee
16. Culligan Water
17. Framin' Place
18. Atwater's

REALIGNMENT TASK 8

"Develop and market a brand for BCCC."
Mr. Gussener Augustus, Vice President, Advancement

January – March

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

Enrollment Email

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

Marketing Brand Platform and Style Guide

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

Website Billboards

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

Bard Building Construction Screens

Several creative designs were completed for review for the construction screens that will attach to the fencing that surrounds the Bard Building demolition.

Upward Bound Brochure

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

Commencement 2023

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

BCCC Newsletter Template

The College developed several BCCC Newsletter templates for consideration.

Welcome Week flyers for Spring 2023

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

Wellness Workshops

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

Press Release Template

A new template has been created for press releases.

Rebranding

The College is working to rebrand the following:

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

Brand Building

Spring 2023 Digital Campaign

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

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

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

Market Research

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

Social Media Analytics

Facebook: 1/1/2023 – 1/31/2023

- Page Reach: 106,780 (Up 12.1% over the prior month)
- Page Visits: 2,710 (Up 18.9% over the prior month)

- New Likes & Follows: 32 (Up 60% over the prior month)

YouTube: 1/1/2023 – 1/31/2023
- Monthly views: 597
- Watch time: 19.8 hours.
- Subscribers: Flat

Instagram: 1/1/2023 – 1/31/2023
- Reach: 28,940 (Down 25.1% over the prior month)
- Profile Visits: 471 (Up 9.5% over the prior month)
- New followers: 37 (Up 19.4% over the prior month)

Twitter: As-of 2/3/2023
- # Tweets: 15 (Up 87.5%)
- Tweet Impressions: 3,228 (Up 110.7%)
- Profile Visits: 230 (Down 42.1%)
- Mentions: 5 (Up 150%)
- Followers: 1725

Web page Content Updates

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

Webpages Content Updates (Ongoing)

- Website Billboards
- MLK Day
- Career Pathways
- Visual Arts Program
- Career Pathways (version 2)
- Cheer on the Panthers
- Registered for Spring classes?
- Black History Month
- Information To Know
- New Student Orientation
- Senior Citizen and BCPS Waver notification
- Panthers Basketball Schedule
- Headlines

Routine Website Maintenance and Webpage Content Updates

- Analytics
- Website Calendar updates
- Respiratory Care Application update
- Winter and Spring Adjunct Pay Calendars update.
- Judicial Affairs webpage update
- Credit Schedule update
- Financial Aid webpage update
- Apply webpage update.
- Register webpage update.
- PTA Program webpage updates
- Old Student portal links discovered and deleted.
- Dental Hygiene webpage update

- DSSC webpages updated.
- Winter Adjunct Pay schedule update #2
- TRIO SSS webpage update
- Records and Transcripts webpage updated.
- Testing webpage update
- Nursing Information Sessions Info added to website.
- Spring Credit Schedule updated.
- Library webpage updated.
- ELS webpage updated.
- BCCC Policies and procedures webpage updated.

Other

- Infosec IQ training
- Presidents Forum
- Branding webpages finalized
- Ongoing
- Nomenclature project
- BCCC Style Guide webpages
- CRM Recruit Meetings
- Website Refresh project
- Blackboard Research
- Marketing team meetings
- Middle States – Communications group

Website Statistics

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

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

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

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

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

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

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

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

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

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

- Pageviews increased by 239.25% (1,256 in 2022 vs. 4,261 in 2023)

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

Future Projects

- Advertising campaign redesign with updated campaign tag line (possible)
- Clear Channel billboards for Hispanic recruitment efforts
- Mission, Vision, Values campaign (website, print, signage)
- Downtown Partnership pole sign contract renewal
- Discuss multiple additional advertising opportunities through Vector Media, including additional subway entrances, bus, subway floor graphics, bus shelters and geofencing.

BCCC Event Promotion

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

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

WBJC

BCCC Event Promotion

- BCCC campus events and initiatives that were promoted on-air during the month.
- Public Service Announcements: multiple daily reads by WBJC hosts for BCCC Financial Aid Information Night

Marketing

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

College Board List Research

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

Business Card Order Form

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

Marketing Request Form & Website Update Request Form

Completed updates to the forms for use on requesting marketing jobs and website edits.

Viewbook Redesign

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

Social Platform Proposal

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

Creative & Tag Line Brainstorming – Summer & Fall 2023 Campaign

Designed and refined 10 design directions for the Summer/Fall 2023 Campaign.

ESL Instructor Recruitment

Developed a flyer for use with ESL instructor recruitment.

Middle States Student Image PowerPoint

Developed a slide presentation to run during the “Pizza & Peers” Middle States event.

Middle States “Pizza and Peers” Event

Assisted with event details and worked with co-chair reviews. Arranged and purchased supplies and pizza for the event.

Middle States Communication Meetings

Worked with the Middle States Communication Team to develop communication activities and events. (Weekly and/or as-needed meetings)

Dental Web & Application Refresh (Dental Hygiene Department)

Information was updated on the application and posted to the website.

DSSC Brochure (DSSC Office)

The College developed a new DSSC brochure for Cabinet consideration.

Business Card Orders

Developed multiple business card orders, drafts and obtained quotes.

BCCC Brand Review PowerPoint

Began developing a PowerPoint presentation outlining the BCCC brand, including strategies and tactics employed to-date.

Website Billboards

- Black History Month
- Women's History Month
- International Women's Day
- Spring Break (4/3-4/9/2023
- Good Friday Closing (did we do this last year?)
- Spring Finals God Luck
- Earth Day
- SGA Elections
- Programs
- Basketball
- Commencement “Save the Date”

Social Platform Creative Developed

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

Panther Logo

Discussed the athletic and panther logo design process and review for next steps.

Commencement

- Obtained a Mind in Motion Quote for live feed at Commencement.
- Billboard – A commencement Save the Date billboard has been completed.
- Commencement Meeting – Recap of 2022 Document

Alumni Speaker Event

Attended Alumni Speaker Event to obtain information and photography for social posts.

Welcome Veterans Sign

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

Workforce Development English as a Second Language Flyer

Met with Workforce Development to develop a consolidated ESL flyer.

Marketing Creative Meeting

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

Marketing & Website Request Forms

Fillable forms were updated and placed on the Faculty/Staff web page for use with requesting ongoing projects.

Employee e-newsletter

Design refinements were made for the employee e-newsletter.

Viewbook Brochure

Design and content refinements are being made for a new Viewbook.

Social Platform; Proposal

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

Mondawmin Mall Signs Contract Renewal

Details surrounding mall traffic were obtained, along with a quote for renewal consideration.

Vector Media

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

Clear Channel Outdoor Billboards & Geofencing

Details have been received to develop a billboard and geofencing opportunity. Further discussion needed.

CODA Site Visit Prep

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

Middle States Working Group – Standard I Meetings (Weekly)

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

VA Audit Planning

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

Middle States Communication Meetings

Worked with the middle States Communication Team to develop communication events, tag line, and website proposals.

Complaint Web Page

Met with VP Borne to discuss content for a new Complaint Web Page.

Human Resources Wellness Website Addition

Clarified a way to add DBM Wellness information to the Human Resources web page

Commencement Outdoor Banner Options

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

Commencement Program

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

Commencement Web Page:

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

Spring Registration homepage Billboard

An updated registration billboard has been designed and placed on the website homepage.

Elementary Education homepage billboard

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

Estimates for Four Registration Pull-up Signs

As a result, we are proposing that several pull-up signs be designed to be placed in the upper and lower atrium, Life Sciences Building, and Nursing Building. This may also be available for the Bard Library.

Middle States

- Middle States PowerPoint template
  - A Middle States PowerPoint Template has been designed and branded to the Middle States Self-Study creative.
- Middle States Newsletter Template
  - A Middle States newsletter template has been designed and branded to the Middle States Self-Study creative.
- Middle States Creative
  - Several creative graphics were completed for use with the Middle States web page and PowerPoint template.

Fight for Power Photography

The department obtained photography at this event.

Commencement Web Page Photography

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

Commencement 2023 Graduation Box

A new graphic was designed for the Commencement 2023 graduation box.

Viewbook Re-design

The College continued design refinements to the viewbook.

Brand PowerPoint

A brand PowerPoint was developed for our continuing strategic discussions.

Constant Contact Renewal

The Constant Contact email has been renewed.

Commencement Procurement

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

Advocacy Day

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

Vision Outdoor Billboards & Geofencing

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

Marketing/Communications Meeting

Met with the Communications and P/R department to review the status of all projects to-date for Commencement 2023.

Commencement 2023 Social Plan

Began organizing the social plan for commencement 2023.

Middle States Web Page & Content

Designed a Middle States web page and populated all content areas. Draft #1 was reviewed, and draft #2 is complete and pending review and approval by the Communications Team, Steering Committed, and Cabinet.

IT Email Template

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

Workforce Development Brochure Re-Print

Worked with Workforce to review their brochure for re-print since the current supply is exhausted.

Social Posts

Developed numerous social posts for Facebook, Instagram, and Twitter.

Middle States Evidence Logs

Worked with the Standard I Committee at meetings to train on receipt of Middle States evidence, transfer to the Evidence Log, and populating content.

Rebranding

The College is working to rebrand the following:

- Entrance Banner
  - A new Commencement banner has been created for consideration.
- Revisions to the ESL flyer
  - Several ESL flyers have been consolidated into one new flyer for use by ESL and is pending approval by Workforce Development before sharing for final approval.
- BCCC Viewbook
  - We are developing a new draft of the BCCC Viewbook.
- DSSC brochure
  - A newly branded Disability Support Services Center brochure has been designed
- Summer/Fall 2023 Campaign and Creative
  - Multiple creative directions were developed for consideration for use in the Summer/Fall 2023 Campaign.

Brand Building

Spring 2023 Digital Campaign

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

Facebook and Instagram Digital Campaign (Last 30 days: January 28, 2023 – February 26, 2023):

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

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

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

Market Research

Vision Outdoor – Research billboard geofencing.

Social Media Analytics

Facebook: 2/1/2023 – 2/28/2023

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

YouTube: 2/1/2023 – 2/28/2023

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

Instagram: 2/1/2023 – 2/28/2023

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

Twitter: As-of 2/28/2023

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

Web page Content Updates

Webpages Content Updates (Ongoing)

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

- Website Billboards
  - Are you registered for Spring 2023 Classes?
  - Elementary Education
  - Black History Month (Version 2)
  - Black History Month Version 2
- Headlines
  - Governor Moore Proclaims Civil Rights Heroes Day

Routine Website Maintenance and Webpage Content Updates

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

Other

- Infosec IQ training

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

Ongoing

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

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home and Apply web pages. The Register web page visitor visits have reduced because we are near the end of the registration period for the remaining 8-week period. Specifically, the volume of visitors to the Apply web page increased in unique pageviews by 30.44%.

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

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

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

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

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

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

Future Projects

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

BCCC Event Promotion

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

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

April

Marketing

Admissions Publications

English versions of Career Pathways, Upward Bound, MSP, and Dual Enrollment publication reprints were sent to print.

IT Email Template

The department designed an email template for I

Campaign Landing Page

The department is working on a draft for a new campaign landing page that will be designed in HTML and hosted on our CMS. Creative will match the creative used for all other brand components for the next campaign and will evolve as campaign creative evolves.

Women's History Billboard

A new Women's History Month billboard was designed for the website homepage.

Registration Signage

The department is working on new creative for pull-up signs advertising registration is open.

Disability Support Services Brochure

The department completed a draft, review by the department and revisions for the DSSC brochure. The brochure is ready for review and approval to proceed with printing.

CODA Event Signage

The department obtained quotes and designed information for use during the CODA site visit.

Commencement Participation Form

The department designed and branded a form to be used for students registering to participate in Commencement 2023.

GED Graduation Materials

The department is working to develop diplomas, signage, billboard, and other items for use at the GED graduation in June 2023.

Earth Day Billboard

The College is designing an Earth Day billboard for use on the homepage.

Transfer Day & Women's Expo – Middle States Events

The department is working on a billboard, social posts, Canvas design, PDF and print flyers and signs for use at the March 29, 2023 Transfer Day event. The department participated in the event and provided social posts and images of the event.

Procurement/Accounts Payable

The department worked with Accounts Payable and Procurement to correct issues surrounding several unpaid invoices, submit numerous new procurement requests, and manage incoming invoices.

Social Posts

Several social posts were developed and scheduled for events, supporting programs, and retweets.

Middle States Standard I Committee

The department worked with a faculty member to refresh on how to request and organize evidence. Additional work on the Standard I draft was completed throughout the month.

MSP PowerPoint

An MSP PowerPoint was updated and brought into brand style. New images were included.

Transfer Fair

Flyers, signs, large directional signs, and a billboard were developed

Newsletter Design Edits

The department made further edits and revisions to the newsletter template.

MSP, Dual Enrollment, Upward Bound, Career Pathways Brochures – English Version

These brochures were sent to print.

MSP, Dual Enrollment, Upward Bound, Career Pathways Brochures – Spanish Version

These brochures were sent for quotes and to proceed with procurement. Content was sent to AdAstra to translate to Spanish.

Summer and Fall 2023 Campaign Creative

The department is searching for photography for use with the Summer and Fall 2023 campaign.

Business Cards

Several new business card orders were submitted, approved, and sent to print throughout the month.

Fillable Practical Nursing Application (Web Form)

The Practical Nursing Application was converted to a fillable PDF form and replaced on the website.

Billboards

Spring Break, Spring Finals, Mental Health Awareness and Earth Day billboards were developed.

GED Graduation Flyer

The department began work on several projects supporting GED graduation in June, including diplomas, signs, programs, and tickets.

Commencement Social Media Plan

A draft of the Commencement Social Media Plan has been developed for further discussion.

Social Posts on Facebook, Instagram, and Twitter

Multiple content posts were developed for Facebook, Instagram, and Twitter, including images from SLE events.

Student Life & Engagement (SLE) March Programming Flyer

A flyer for March SLE events was developed; the flyer will also be used for social posts.

WBJC Website Meeting

The department met with WBJC to discuss options for replacing their website CMS.

Mayor's Scholars Program Campaign

The department is working with Student Affairs to develop student testimonials, MSP digital advertising, place a photo carousel on the MSP web page, and assist with the 2022 and 2023 College Board list. Additionally, we have developed a MSP Information Session flyer.

Middle States March 11 event

The department provided promotional items for use at the March 11 Middle States adjunct faculty meeting.

Ellucian Go-Live Readiness Planning

The department worked with Ellucian and IT to develop training, production and a communication plan.

CODA Billboard

Signs arrived for distribution.

MSP Digital Advertising

Digital advertising was placed on Facebook and Instagram to reach 18–19-year-old students who are graduating in Baltimore City in 2023. An additional ad targets parents of these students.

Commencement

All draft print jobs and quotes have been submitted into Banner. In addition, MindinMotion has also been submitted.

MSP Flyer

An MSP flyer has been completed to promote MSP Information Sessions and the general program. An additional billboard was designed.

Commencement Social Campaign

A revamped Social Campaign was developed to promote graduating students, faculty, and staff.

Mondawmin Mall Signage

The Mondawmin Mall agreement has been submitted to Procurement; New art is being developed.

Vector Media

The department submitted a new Vector Media agreement to continue rental of the Subway Wrap (CUBE) through 12/31/2023. The agreement is out for signature and will then be submitted to Procurement for requisition processing.

Newsletter

A new BCCC Newsletter has been developed, including creative work and copy editing.

Employee Spotlight Form

A form was developed for nominating employees for the Employee Spotlight section of the newsletter.

Campaign Web Page

The department is working on final edits for a Campaign Web Page that will look and feel part of the Summer and Fall 2023 campaign.

High School Commencement

The department is working with Workforce to develop all components of the June GED graduation program, including signage, web billboard, signage, diplomas, and more.

WBJC

The department is working with WBJC and NPR to migrate their website to the NPR platform.

SGA Middle States Meeting

Met with the Coordinator of Student Life to discuss the potential of the Middle States Committee scheduling a MS communication meeting at their next meeting. Additional efforts such as attending Transfer Day are in the works.

Social Platforms

Social posts for a range of student activities, Commencement, and photos of those events were placed on Facebook, Instagram, and Twitter.

Fillable Procurement Form

The Procurement Pre-Approval Form was made fillable.

Student Life and Engagement March Events Flyer

A flyer with all Women's Month and March events was completed for Student Life and Engagement.

Active Shooter Training

The department participated in Active Shooter Training.

Self-Study Fast Facts

The department completed draft one of the Self-Study Fast Facts flyer that will be given to students at various MS communication events.

Rebranding

- Disability Support Services, Mayor's Scholars Brochure, Dual Enrollment, Workforce Development, and Career Pathways Spanish Brochures
  - The department has created new Spanish versions of each brochure.
- Entrance Banner
  - A new entrance Commencement banner has been created. Additionally, a new brand banner has been created for consideration.
- BCCC Viewbook
  - We are developing a new draft of the BCCC Viewbook.

Brand Campaign

The department is developing creative for a new brand campaign, titled Start. Expand. Impact. Initial components of the campaign include enrollment strategy and creative direction for Summer and Fall 2023.

Departmental Web Page Images
Landing pages for departmental web pages will be reviewed to determine if any remaining departments still have pages without images.

Summer/Fall Campaign: Digital Advertising, Cube, Bus Signs, Afro, etc.
A range of design drafts have been developed to include with a larger brand presentation that will outline the advertising campaign Start. Expand. Impact. We are still working on drafts and a presentation.

Newsletter
The department worked with the draft design and editing throughout the week.

Campaign Landing Page
Edits and design refinements were made to a new/proposed campaign website landing page.

Middle States Fast Facts Flyer
The department developed a one-page flyer for use with sharing Middle States information among constituent groups.

IT Email Header
The department is working to develop standardized email headers and footers to be used in Banner.

Practical Nursing Fillable Form
Revisions to the Practical Nursing Fillable form were made and uploaded to the website.

Transfer Signs
Printed Transfer Fair signs were inserted into sign holders (used for Commencement) and taken to the Bookstore for use on March 29.

Commencement Interview Reels
The department has begun filming brief Commencement reels for use on social media.

Summer Credit Schedule
The department setup the InDesign file to populate summer courses when they are released.

Summer, Fall, Winter 2023 & Spring 2024 Schedule
The department posted these calendars to the Website.

Social Media
Posted Student Life and Engagement event photos to Facebook, Instagram, and Twitter. Additionally, most non-reel posts for Commencement are scheduled through the close of May 13 (Commencement).

Brand Presentation

The department is working on a Brand PowerPoint that will include tactics and strategies that will be used for the Summer and Fall 2023 campaign.

Middle States Website
The department has completed final edits for the Middle States Website, which is now ready to make live on the site.

Workforce Development Marketing Requests
The Workforce Development division has requested a re-print of the Workforce Development brochure and other assorted requests such as tablecloths and signage. They will discuss their full request with VP Thomas and advise. In the interim at their request, we will make a minor edit to the brochure and proceed with approval, pricing, and printing.

Biteable Video
The department is making final edits to a video supporting the Start. Expand. Impact. campaign.

Vector Media
The Vector media contract has been submitted to Procurement for processing.

Middle States Fast Facts
Final design edits were completed, and the flyers have been produced.

QR Code Flyer for Middle States Tagline Voting
Signage was made for use in voting on the Middle States tagline.

STEM Conference Advertisement
A STEM Conference ad was developed for the School of Health Professions.

Bais Yaakov School for Girls Advertisement
The department is developing a general enrollment ad for the Bais Yaakov School of Girls web PDF.

Commencement Videos
The department is producing Commencement videos by faculty, staff, and students to post on our social platforms through Commencement. Congratulatory messages and words of wisdom from faculty and graduating students are being interviewed.

Request Information Form
Previously, the department created a Request Information Form located on SharePoint and linked from the website. The form is https://forms.office.com/Pages/ResponsePage.aspx?id=ovQ6Wrmm-U680aRPXRXuFttMrYsIv79JoP9t7I-3ahJUNVA0VEI5T0g5NEpGMlZNNUEyTjA2VUVIMC4u. To-date, there have been 795 that have requested information. Dr. Born is working with Admissions staff to contact these students. Files were sent, and access to the online files were added to Microsoft Forms.

Campus Tour & Information Session Form
Previously, the department created a Campus Tour & Information Session Form for reservations. The form is https://forms.office.com/Pages/ResponsePage.aspx?id=ovQ6Wrmm-U680aRPXRXuFttMrYsIv79JoP9t7I-3ahJUNEFZVU40Rlg3TVY1UExOQUdKR1JVMDFRNy4u. To-date, there have been 58 registrations. Dr. Borne is working with Admissions staff to contact these students. Files were sent, and access to the online files were added to Microsoft Forms.

GED Graduation
The department is working to create a similar GED experience for graduation as would be received at a BCCC Commencement. Diplomas (with a poem only; rolled and tied with ribbon) have been produced. A program will be produced. Additional Save the Date flyers have been printed.

Zoom Placeholder
A new Zoom placeholder was created for the Vice President of Finance.

Workforce Brochure Reprint
Edits were completed to the Workforce Development brochure. The brochure will be translated to Spanish and then we will gather print pricing.

Juneteenth, Zumba, & Confessions of a Baltimore Beekeeper
A billboard is being developed for Juneteenth. Billboards, flyers, social tiles, and Canvas posts have been developed for Confessions of a Baltimore Beekeeper and Zumba.

Commencement Entrance Signs
New entrance signs have been completed for Commencement.

Updated Physical Therapist Application Form
The Physical Therapist Application has been updated and placed on the website.

Commencement Print Orders
Invitations, envelopes, diploma paper, entrance banner, and podium signs, picture frames, graduation boxes ordered or sent to print.

Middle States PowerPoint Presentation
A Middle States PowerPoint presentation was created for presentation at the Steering Committee by the Standard I group.

Brand Marketing PowerPoint
The department is working on a new brand PowerPoint presentation.

At a Glance Brochure
The At a Glance brochure was sent for printing quotes.

Newsletter
Final edits to content and creative were made to the BCCC Newsletter.

Brand Building

Winter/Spring 2023 Digital Campaign
Continued to optimize Facebook, Instagram, and Google digital advertising for the current Winter/Spring 2023 Digital Campaign

Web Page Image Updates
The department is working to update key department landing pages that require images.

Web Page Update Schedule (Dates)
The department is working to develop a schedule that we will use to request date updates on web pages.

Brand Campaign Creative
The department has developed new creative supporting a new brand campaign, Start. Expand. Impact. Components include creative for a subway entrance, bus signs, bus stop signage, digital advertising, banners, digital ads for programs, campus tours and information sessions, and signature program advertising. These items support the enrollment section of the brand campaign, however additional items will be developed for multiple target groups within the BCCC brand.

AFRO Advertising
New creative were developed to post on the AFRO Facebook, email in the AFRO e-Blast, and for use as a header on the AFRO website.

Digital Campaigns
MAYOR'S SCHOLARS PROGRAM DIGITAL CAMPAIGN
A Mayor's Scholars Program digital campaign was started on March 17, 2023 with the folllowing results to-date:

Student Ad Targeting:
- Reach: 14,892
- Link Clicks to MSP Web Page: 188

Parent Ad Targeting:
- Reach: 50,451
- Link Clicks to MSP Web Page: 815

WINTER 2023 & SPRING 2024 DIGITAL CAMPAIGN SUMMARY
Facebook and Instagram Digital Campaign: 11/22/2023 – 3/7/2023:
- Reach: 887,878
- Link Clicks: 15,560

WINTER 2023 & SPRING 2024 DIGITAL CAMPAIGN SUMMARY
Overview measured from start date of 12/7/2022 through 3/7/2023 when registration closed):
- Impressions: 81,494
- Clicks: 23,435
- Average Cost Per Click: $0.34

TOTAL REACH AND INTERACTIONS FOR ALL DIGITAL CAMPAIGNS
- Impressions: 984,938
- Clicks to bccc.edu/apply: 39,995

Market Research

- Middle States team shirts
- T-shirts
- Middle States Report – Anne Arundel Community College

Social Media Analytics

Facebook: 3/1/2023 – 3/31/2023

- Page Reach: 123,546 (Down 33.2% over the prior month)
- Page Visits: 2,275 (Down 25.2% over the prior month)
- New Likes & Follows: 20 (Down 28.6% over the prior month)

YouTube: 3/1/2023 – 3/31/2023

- Monthly views: 749 (43% higher than February 2023)
- Watch time: 15.9 hours (21% higher than February 2023)
- Subscribers: +3 (250% more than February 2023)

Instagram: 3/1/2023 – 3/31/2023

- Reach: 25,763 (Up 19.4% over the prior month.)
- Profile Visits: 512 (Down 0.2% over the prior month.)
- New followers: 44 (Up 7.3% over the prior month.)

Twitter: 28-day Summary as-of 4/5/2023

- # Tweets: 23 (Down 36.1% over the previous period.)
- Tweet Impressions: 2,510 (Down 12.3% over the previous period.)
- Profile Visits: 2,403 (Up 150.8% over the previous period.)
- Mentions: 18 (Up 20.0% over the previous period.)
- Followers: 1740 (Up 5)

Recent Twitter History

- March Detail:
  - Impressions Per Day: 93
  - Engagement Rate: 2.7%
  - Link Clicks: 8
  - Retweets: 2
  - Likes: 17
  - Replies: 0
- February Detail:
  - Impressions Per Day: 105
  - Engagement Rate: 2.4%
  - Link Clicks: 21
  - Retweets: 4
  - Likes: 24
  - Replies: 0
- January Detail:
  - Impressions Per Day: 100
  - Engagement Rate: 2.4%
  - Link Clicks 10
  - Retweets: 7
  - Likes: 21
  - Replies: 0
- December Detail:
  - Impressions Per Day: 64
  - Engagement Rate: 3.7%
  - Link Clicks 13
  - Retweets: 4
  - Likes: 14
  - Replies: 3

Web page Content Updates

Homepage Content Updates

- Website Billboards
  - Women's History Month
  - Save the date (2 drafts)
  - Commencement 2023
  - Welcome Commission on Dental Accreditation (2 drafts)
  - Earth Day billboard (Prepared)
  - GED Graduation (Prepared)
  - MSP Billboard
  - Transfer Fair Save the Date
  - CODA Site Visit
  - Spring 2023 Transfer Fair
  - Cyber Security & Assurance
  - Transfer Fair event
- Information To Know
  - Commencement 2023

Routine Website Maintenance and Webpage Content Updates

- Analytics
- Apply Webpage update
- Register Webpage update
- HR Careers webpage update
- Landing page for advertising (Draft 1)
- ITS Newsletter template built in HTML (Draft 1)
- BCCC Logo on website updated
- Dr. McCurdy Covid update
- Covid webpage update
- Website Calendar updates
- Practical Nursing Fall 2023 application published
- International students webpage updated
- International students web widgets published
- Commencement 2023 webpages published
- Commencement Participation form published
- ESL webpage update
- Surgical Technology webpage update
- HR PD schedule published
- BOT Webpage update
- BOT Agenda update
- Commencement webpage update (Regalia video)
- Commencement webpage update (Email correction)
- Facilities webpage update
- ABE webpage update
- Bookstore webpage update
- Academic Calendar Summer 2023 published
- DSSC webpage update
- Commencement participation form published
- Nursing webpage updated
- Nursing PN application updated
- Apply webpage updated
- Register webpage updated
- Dual Enrollment webpage updated
- Employee Spotlight nomination form published

- Refugee Youth Project webpage updated
- Library webpage updated
- PTA program webpage updated
- Facilities Communications webpage updated
- Facilities Communications webpage updated.
- Summer Academic Calendar updated.
- SGA Meeting information published.
- Nursing faculty webpage updated.
- PTA Application updated (3 draft)

Other

- WBJC & NPR meeting
- Active shooter training
- Complaint webpage (Draft 1)
- BCCC Landing page for marketing (Draft 1)
- Info Sec Security training (March)
- International Students webpages reformatted
    - International Students Handbook
    - Supplemental Documents
- Veterans Affairs webpages reformatted
    - Veterans Admissions/Enrollment
    - Veterans Choice Act
    - Veterans and military employment resources
    - Veterans and military resources
    - Veterans enrollment forms
- Student Support & Wellness webpage reformatted
    - What is Counseling? Webpage reformatted
    - About Our Team reformatted
    - Confidentiality Statement reformatted
    - Contact us reformatted
    - In Crisis? Reformatted
    - Services reformatted
    - Substance Abuse Information reformatted
- Veterans Next Steps
- Middle States webpage (Draft 3)
- BCCC Branding webpages updated
- ITS meeting about Panther Portal
- BCCC Logo updated on Canvas
- Reformatted all Registration webpages
- Register for Classes
- Academic Renewal
- Academic Standing
- Add/Drop/Withdrawal Info
- Change of Major
- Class Attendance/Repeating Courses
- Course Substitutions and Exemptions
- FERPA
- Frequently Asked Questions
- Grades/Transcripts
- Official transcripts
- Records & Transcripts
- Reverse Transfer

Ongoing

- Website directory meeting (Scheduled)
- BCCC Accomplishments webpage (pending)
- Complaint webpage
- HR Health and Wellness webpage
- WBJC meeting scheduled (Website)
- Nomenclature project
- BCCC Style Guide webpages
- Website Refresh project
- Blackboard Research
- Marketing team meetings
- Middle States – Communications group
- Marketing team meetings
- Webpages with dates audit
- Landing webpages without images (Discovery)
- ITS Newsletter template

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home and Apply web pages. While the digital campaigns that drive traffic to the apply and register pages has ended, we continue to see low to moderate volume vising the apply pages. These pages will rebound with increased traffic when the digital campaigns for Summer and Fall 2023 begin.

One key mention is that review of the MSP shows an increase of 45% in visits, the result of running targeted MSP digital advertising to parents and students in Baltimore City.

Website Homepage Overview: https://www.bccc.edu/

March 1, 2023 – March 31, 2023 vs. same period in 2022:

- Pageviews increased by 13.52% (920,073 in 2022 vs. 1,044,442 in 2023)
- Unique (new) pageviews increased by 15.71% (372,438 in 2022 vs. 430,948 in 2023)
- Average time on page increased by 24.10% (00:00:44 in 2022 vs. 00:00:55 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36

March 1, 2023 – March 31, 2023 vs. same period in 2022:

- Pageviews increased by 21.82% (10,181 in 2022 vs. 12,402 in 2023)
- Unique (new) pageviews increased by 33.16% (3,839 in 2022 vs. 5,112 in 2023)
- Average time on page increased by 44.85% (00:00:34 in 2022 vs. 00:00:49 in 2023)

Apply Vanity URL – https://www.bccc.edu/apply

March 1, 2023 – March 31, 2023 vs. same period in 2022:
Note: Visits to this redirect URL would drop because the Winter 2022 and Spring 2023 campaign concluded earlier this month, and campaigns for Summer and Fall 2023 have not yet begun.

- Pageviews decreased 5.48% (24,942 in 2022 vs. 23,574 in 2023)
- Unique (new) pageviews increased by 3.66% (9,559 in 2022 vs. 9,909 in 2023)
- Average time on page increased by 8.8% (00:00:33 in 2022 vs. 00:00:36 in 2023

Register Webpage - https://www.bccc.edu/domain/1108

March 1, 2023 – March 31, 2023 vs. same period in 2022

- Pageviews decreased by 21.71% (9,161 in 2022 vs. 7,172 in 2023)
- Unique (new) pageviews decreased by 12.59% (3,574 in 2022 vs. 3,124 in 2023)
- Average time on page decreased by 15.58% (00:01:04 in 2022 vs. 00:00:54 in 2023)

Register Vanity URL – https://www.bccc.edu/register

March 1, 2023 – March 31, 2023 vs. same period in 2022

- Pageviews increased by 42.87% (1,789 in 2022 vs. 2,556 in 2023)
- Unique (new) pageviews increased by 28.09% (776 in 2022 vs. 994 in 2023)
- Average time on page increased by 73.65% (00:00:43 in 2022 vs. 00:01:14 in 2023)

MSP Web Page – https://www.bccc.edu/msp

March 1, 2023 – March 31, 2023 vs. same period in 2022

- Pageviews increased 45.10% (1,612 in 2022 vs. 2,339 in 2023)
- Unique (new) pageviews increased by 45.34% (686 in 2022 vs. 997 in 2023)
- Average time on page decreased by 17.31% (00:01:05 in 2022 vs. 00:00:54 in 2023

Future Projects

- Middle States signage requirements
- Billboards for Summer and Fall 2023 Campaign (web and electronic; electronic for research only at this point)
- BCCC promotional letters (48" tall) project
- Brand PowerPoint
- Review campus signage for replacement
- Possible 4-5 pole sign replacements
- Style Guide PowerPoint
- Presidential Style Guide PowerPoint
- Speaker Series (all) creative
- Commencement videos
- GED Graduation

May

Marketing

Initiatives were developed to support the College in the following areas:

Brand Campaign Creative

The department has developed new creative supporting a new brand campaign, Start. Expand. Impact. Components include creative for a subway entrance, bus signs, bus stop signage, digital advertising, banners, digital ads for programs, campus tours and information sessions, and signature program advertising. These items support the enrollment section of the brand campaign, however additional items will be developed that serve multiple target groups within the BCCC brand umbrella. Additional tactics will include radio and possible geofencing opportunities.

AFRO Advertising

New creative was developed for posting to the AFRO Facebook, emailing in the AFRO e-Blast, and for a website header.

Middle States QR Code Flyer for Tagline Voting

Signage was created for use in voting on the Middle States tagline.

STEM Conference Ad

A STEM Conference ad was developed for the School of Health Professions.

Get Ready Billboard

The department completed a Commencement Get Ready Billboard for use on the BCCC website.

Workforce Development Promotional Supplies

The department provided promotional supplies to Workforce Development for use during several upcoming fairs.

Panther Pride Week Promotional Items, Social Posts, Flyer and Billboard

The department provided Student Life & Engagement with promotional supplies for use during Panther Pride Week. Additionally, the department created a flyer, social posts, and a website billboard.

Institutional Research Graph

The department recreated a graph for the Institutional Research section of the Newsletter.

Summer Credit Schedule

The department created the Summer Credit Schedule. The PDF to the Registrar and Dr. Borne for review and approval.

Images for Campus Monitors

The department has developed new images to appear on the campus monitors. The topics will range from week to week. The department is working with IT and audio visual to assist with getting the monitors up and running.

Summer/Fall 2023 Digital Campaign Ad design and Photo search

- Early Education
- Robotics/Machtronics
- Tours/Visit
- Cyber Security
- Nursing
- Request Information Form
- Campus Tours

Revised Photography for Spanish Versions of MSP and Dual Enrollment Brochures

The department has replaced photography and content on Spanish editions of these publications prior to reprint.

Newsletter Masthead Revision

The department revised the original BCCC Newsletter masthead.

Commencement Videos: Filming and Editing

The department completed filming and editing fourteen reels/clips for 2023 Commencement social media posts.

DSSC flyer design

The department completed a Disability Support Services Center English and Spanish brochure.

Middle States Web Page Edits

Final edits were completed on the Middle States web page, and the page was made live on the site.

Marketing Presentation

Additional pages were added to the Brand Presentation, including budget estimates and Public Relations & Communication pages.

Mental Health Awareness Billboard

A Mental Health Awareness billboard was created.

Middle States: Standard I Committee Meeting, Middle States Communication Committee Meetings (2),

Middle States Steering Committee Meeting

Attended several meetings for Middle States committees as described above.

Ellucian Style Guide

The department met with IT to discuss implementation of Ellucian Experience and to refine an Ellucian style guide as built around our existing Style Guide.

Commencement

Graduation boxes, tickets, invitations, VIP invitations, pennants, picture frames, and a letter from Dr. McCurdy are complete. Box stuffing is complete and mailed. Additional directional signs and a digital VIP invitation have been completed. The department is continuing work on the Commencement Program. A live feed link has been completed for use with live streaming of the event.

Request Information Form

Previously, the department created a Request Information Form located on SharePoint and linked from the website. The form is https://forms.office.com/Pages/ResponsePage.aspx?id=ovQ6Wrmm-U680aRPXRXuFttMrYsIv79JoP9t7I-3ahJUNVA0VEI5T0g5NEpGMlZNNUEyTjA2VUVIMC4u. To-date, there have been 977 students register for information. Student Affairs is working with the Admissions staff to contact these students. Excel files were sent to Student Affairs, and employee access to the online files was added in Microsoft Forms.

Campus Tour & Information Session Form

Previously, the department created a Campus Tour & Information Session Form for reservations. The form is https://forms.office.com/Pages/ResponsePage.aspx?id=ovQ6Wrmm-U680aRPXRXuFttMrYsIv79JoP9t7I-3ahJUNEFZVU40Rlg3TVY1UExOQUdKR1JVMDFRNy4u. To date, there have been seventy-three registrations. Student Affairs is working with Admissions staff to contact these students. Excel files were sent to Student Affairs, and employee access to the online files was added in Microsoft Forms.

GED Graduation

The department is working to create a similar experience for High School (GED) graduation as received at a BCCC Commencement. Diplomas (with a poem only; rolled and tied with ribbon) have been completed and sent to Workforce Development. A Graduation Program is being created for distribution at the graduation. Additional Save the Date flyers have been printed for distribution.

Zoom Placeholder

A new Zoom placeholder was created for the Vice President of Finance.

Workforce ABE Test flyer

A Workforce ABE Test flyer was developed and approved.

Zumba Event

A Zumba flyer update, billboard & social tile were created.

Workforce Brochure Reprint

Edits were completed to the Workforce Development brochure edits were completed. Additionally, the brochure will be translated to Spanish followed by printing. The brochure is pending final approval.

Juneteenth, Zumba, & Confessions of a Baltimore Beekeeper Events

A billboard for Juneteenth has been designed. In addition, billboards, flyers, social tiles, and Canvas posts have been developed for Confessions of a Baltimore Beekeeper and Zumba.

Commencement Entrance Signs

New entrance signs have been completed for Commencement.

Updated Physical Therapist Application Form

The Physical Therapist Application has been updated and placed on the website.

Commencement

The department continues work on the Commencement Program. Additionally, the department assisted with stuffing and mailing VIP invitations.

Middle States PowerPoint Presentation

A Middle States PowerPoint presentation was created for presentation at the Steering Committee by the Standard I group.

Brand Marketing PowerPoint

The department is working on a new brand PowerPoint presentation.

At a Glance Brochure

The At a Glance brochure was sent for printing quotes.

Middle States Facts & Stats – Transfer Fair & Women's Expo

The department produced the Middle States Fast Facts flyer, purchased snacks, provided promotional items, and participated in these events at the Middle States table.

Middle States Facts & Stats – Doughnuts & Dialog

Procured snacks, flyers, and promotional items. The event will include Financial Aid, Safety & Security, and Student Accounting office employees.

Newsletter

Final edits to content and creative were made to the BCCC Newsletter.

Donuts & Dialogue Digital Graphic (Middle States)

Supplies, donuts, and setup in two locations for front-line employees was conducted on April 6 in two locations.

SGA Flyer

An SGA Elections flyer was created and approved for Student Life & Engagement.

SLE Director Nameplate

The department is working to create a Student Life & Engagement Director office nameplate. This will be part of a larger project to design and order all missing office nameplates.

Middle States Standard I

The department worked with the Standard I Committee to develop draft copy.

Middle States Communications Meeting

The department collaborated with the committee to develop Donuts and Dialog events and plan for additional events during several meetings.

Commencement Props for Photo Booth

The department researched ways to provide holding signs at the Commencement Photo Booth.

Middle States Table Events: Panther Pride Movie and Volleyball Game

The department hosted tables, snacks and Self-Study flyers at a Panther Pride Movie event and Volleyball Game event. The department also collected photographs of the game for social media use.

Rebranding

Spanish Publications

The department is redesigning the BCCC viewbook.

Entrance Banner

A new entrance Commencement banner has been created. Additionally, a new brand banner has been created for consideration.

BCCC Viewbook

The department is developing a new draft of the BCCC Viewbook.

Departmental Web Page Images

Landing pages for departmental web pages will be reviewed to determine if any remaining departments still have pages without images.

Campaign Landing Page

Edits and design refinements were made to a new/proposed campaign website landing page.

Brand Presentation

The department is working on a Brand PowerPoint that will include tactics and strategies that will be used for the Summer and Fall 2023 campaign.

Dental Hygiene Pinning Ceremony Program

Marketing has worked with Dental Hygiene to redesign the Pinning Ceremony Program.

High School (GED) Graduation Ceremony Program

The department worked with the department to design the 2023 Graduation Program and website billboard.

Brand Building

AFRO Advertising

New creative has been developed for posting to the AFRO Facebook, emailing in the AFRO e-Blast, and for a website header.

Mayor's Scholars Program Digital Campaign

A Mayor's Scholars Program digital campaign was started on March 17, 2023 with the folllowing results to-date:

Student Ad Targeting:

- Reach: 28,175
- Link Clicks to MSP Web Page: 836

Parent Ad Targeting:

- Reach: 76,464
- Link Clicks to MSP Web Page: 1,750

Web Page Image Updates

The department is working to update key department landing pages that require images.

Website PDF Audit

The department is working to analyze the entire site to establish how many PDFs can be converted to web page copy (excluding Forms). This will create a more seamless user experience.

Brand Campaign Creative

The department has developed new creative supporting a new brand campaign, Start. Expand. Impact. Components include creative for a subway entrance, bus signs, bus stop signage, digital advertising, banners, digital ads for programs, campus tours and information sessions, and signature program advertising. These items support the enrollment section of the brand campaign, however additional items will be developed that serve multiple target groups within the BCCC brand umbrella.

Market Research

- JHU Bloomberg School Rebrand
- Hispanic marketing opportunities
- Middle States Report – Anne Arundel Community College
- Virtual tour options
- Admissions requests
- Promotional items
- T-shirt Redesign research

Social Media Analytics

Facebook: April 1, 2023 – April 30, 20223

- Page Reach: 73,703 (Down 40.3% over the prior month)
- Page Visits: 2,146 (Down 5.7% over the prior month)
- New Likes & Follows: 19 (Down 5% over the prior month)

YouTube: April 1, 2023 – April 30, 20223

- Monthly views: 574 (About the same as usual.)
- Watch time: 15.0 hours (About the same as usual.)
- Subscribers: +4 (33% more than previous 28 days.)

Instagram: April 1, 2023 – April 30, 20223

- Reach: 20,245 (Down 21.4% over the prior month.)
- Profile Visits: 474 (Down 7.4% over the prior month.)
- New followers: 38 (Down 12.6% over the prior month.)

Twitter: 28-day Summary as-of 4/5/2023

- # Tweets: 12 (Down 53.8% over the previous period.)
- Tweet Impressions: 1,601 (Down 40.4% over the previous period.)
- Profile Visits: 787 (Down 69.4% over the previous period.)
- Mentions: 21 (Up 10.5% over the previous period.)
- Followers: 1734 (Down 8)

Recent Twitter History

April Detail:
- Impressions Per Day: 56
- Engagement Rate: 2.9%
- Link Clicks: 0
- Retweets: 2
- Likes: 5
- Replies: 0

March Detail:
- Impressions Per Day: 93
- Engagement Rate: 2.7%
- Link Clicks: 8
- Retweets: 2
- Likes: 17
- Replies: 0

February Detail:
- Impressions Per Day: 105
- Engagement Rate: 2.4%
- Link Clicks: 21
- Retweets: 4
- Likes: 24
- Replies: 0

January Detail:
- Impressions Per Day: 100
- Engagement Rate: 2.4%
- Link Clicks 10
- Retweets: 7
- Likes: 21
- Replies: 0

December Detail:
- Impressions Per Day: 64
- Engagement Rate: 3.7%
- Link Clicks 13
- Retweets: 4
- Likes: 14
- Replies: 3

Web page Content Updates

- Website Billboards
  - Panther Pride Week published.
- Information To Know
- Headlines
  - Baltimore City Community College Partners with Howard University and From Prison Cells to PHD to Launch the Bridges to Baccalaureate Program
  - Associated Black Charities Spotlights BCCC Board Chair Kurt Schmoke in Their First Friday History Maker Series
  - Marketing Council Honors Baltimore City Community College with National Award
  - BCCC Launches Special Speaker Series With “Confessions of a Baltimore Beekeeper” Featuring Nikkia Rowe

- Bridges to Baccalaureate Program Accepting Applications for New Cohort
- BCCC moves forward with plans to demolish long-vacant Bard Building

Routine Website Maintenance and Webpage Content Updates

- Analytics
- Website Calendar updates
- HEERF Quarterly Reporting March 31 published
- MOU – Coppin State University Reverse Transfer scanned and published.
- MOU – Excelsior College scanned and published.
- MOU – Goucher College Honors Student transfer scanned and published.
- MOU – Morgan State University ASCEND program scanned and published.
- Articulation Agreements webpage updated.
- HR – Web Time Entry Training schedule published.
- EMS webpage updated and published.
- TRIO SSS webpage updated and published.
- Surgical Technology webpage updated and published.
- HR – Professional Development Spring 2023 published.
- ADN Readmission Application Fall 2023 published.

Other

- Board Policy converted to Microsoft Word document for Maria Rodriguez
- Attended Middle States Faculty & Staff update.

Ongoing

- Landing page for marketing updated (Pending)
- Report A Concern webpage (Draft) updated per VP Augustus (Pending)
- Shuttle Bus Schedule (Waiting on public safety)
- BCCC Accomplishments webpage (pending)
- Nomenclature project
- BCCC Style Guide webpages (Pending)
- Website Refresh project
- Marketing team meetings

Website Statistics

Google Analytics for the month indicate a continuing trend of increases in visits to the website Home, Apply, and Register web pages. While the digital campaigns that drive traffic to the Apply and Register pages have ended, we continue to increase to these pages. These pages will continue to grow with increased traffic when the digital campaigns for Summer and Fall 2023 begin.

One key mention is that review of the MSP shows an increase of 40% in unique visits, the result of running targeted MSP digital advertising to parents and students in Baltimore City.

Website Homepage Overview: https://www.bccc.edu/

April 1, 2023 – April 30, 2023 vs. the same period in 2022:

- Pageviews increased by 18.23% (785,398 in 2022 vs. 928,608 in 2023)
- Unique (new) pageviews increased by 18.97% (320,751 in 2022 vs. 381,613 in 2023)
- Average time on page increased by 27.66% (00:00:44 in 2022 vs. 00:00:56 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36

April 1, 2023 – April 30, 2023 vs. the same period in 2022:

- Pageviews increased by13.90% (10,020 in 2022 vs. 11,413 in 2023)

- Unique (new) pageviews increased by 15.65% (3,885 in 2022 vs. 4,493 in 2023)
- Average time on page increased by 6.94% (00:00:45 in 2022 vs. 00:00:48 in 2023)

Apply Vanity URL – https://www.bccc.edu/apply

April 1, 2023 – April 30, 2023 vs. the same period in 2022:
Note: Visits to this redirect URL would drop because the Winter 2022 and Spring 2023 campaign concluded earlier this month, and campaigns for Summer and Fall 2023 have not yet begun.

- Pageviews decreased 56.62% (31,713 in 2022 vs. 13,756 in 2023)
- Unique (new) pageviews decreased by 57.65% (12,704 in 2022 vs. 5,380 in 2023)
- Average time on page increased by 101.09% (00:00:29 in 2022 vs. 00:00:59 in 2023

Register Webpage - https://www.bccc.edu/domain/1108

April 1, 2023 – April 30, 2023 vs. the same period in 2022:

- Pageviews decreased by 38.52 (10,769 in 2022 vs. 6,621 in 2023)
- Unique (new) pageviews decreased by 36.28% (4,270 in 2022 vs. 2,721 in 2023)
- Average time on page decreased by 6.47% (00:01:10 in 2022 vs. 00:01:05 in 2023)

Register Vanity URL – https://www.bccc.edu/register

April 1, 2023 – April 30, 2023 vs. the same period in 2022:

- Pageviews increased by 439.39% (8,848 in 2022 vs. 4,574 in 2023)
- Unique (new) pageviews increased by 439.94% (348 in 2022 vs. 1,879 in 2023)
- Average time on page decreased by 11.90% (00:00:47 in 2022 vs. 00:00:41 in 2023)

MSP Web Page – https://www.bccc.edu/msp

April 1, 2023 – April 30, 2023 vs. the same period in 2022:

- Pageviews increased 30.72% (1,963 in 2022 vs. 2,566 in 2023)
- Unique (new) pageviews increased by 40.15% (787 in 2022 vs. 1,103 in 2023)
- Average time on page increased by 20.47% (00:00:46 in 2022 vs. 00:00:55 in 2023)

Future Projects

- GED Graduation Program and other miscellaneous needs
- Pinning Ceremony Program
- Middle States signage requirements
- CUBE
- Brand PowerPoint
- Review campus signage for replacement
- Possible 4-5 pole sign replacements
- Style Guide PowerPoint
- Speaker Series (all) creative
- Commencement videos
- GED Graduation program
- Pinning Ceremony program
- Admissions/Student Affairs Requests (Discuss)

WBJC

BCCC Event Promotion

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

Public Service Announcements

Multiple daily reads occur to promote BCCC by WBJC hosts.

- BCCC Summer and Fall Registration.

June

Marketing

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

Viewbook Design/Adjustments

The department is continuing work on a redesign of the BCCC Viewbook.

Commencement 2023 Congratulatory Videos

The department completed the filming and editing of three additional Commencement congratulatory videos. This project generated an increase in LinkedIn followers, comments, and impressions.

Photo Shoots

The College obtained photos from "Music in the Air," "Visual Arts Open House," Commencement 2023, Nursing Pinning Ceremony, Middle States Working Sessions, the Vice President Academic Affairs Reception, and academic program sessions.

Summer/Fall Campaign Outdoor Banner and Subway Entrance CUBE) Design

The department has developed designs, received approval, and replaced the entrance banner and metro/subway entrance (CUBE).

Facts & Snacks Prep (May 8, 9, and 10)

The department purchased snacks for upcoming Middle States Facts & Snacks events on May 8, 9 and 10, 2023. Additionally, the department gathered promotional items and printed flyers for these events.

Financial Aid Web Form Updates

The department converted eleven Financial Aid forms for posting to the Financial Aid website.

Fall 2023 Credit Schedule

The department is continuing work on the Fall 2023 Credit Schedule.

Summer 2023 Credit Schedule

The department has completed the Summer 2023 Credit Schedule, which is now posted to the website.

Commencement VIP Invitations

The department assisted in preparing Commencement VIP invitations for mailing.

Procurement: Updating Smart Sheet

The department assisted Procurement in updating Smart Sheet with requisitions that are now complete.

Monthly Reports

The department prepared the monthly reports for ASP, Task 7, Task 8, and Marketing reports, which include reporting by WBJC and Public Relations & Outreach departments.

Valedictorian Biography

The department assisted in the editing of the Valedictorian biography for the 2023 Commencement Program.

CLC Meeting

The Department attended a scheduled meeting to discuss current CLC agreements and to discuss upcoming changes for licensing of the BCCC logo.

Middle States Standard I Meeting

The department participated in the Middle States Standard I Meeting.

Middle States Communication Meeting

The department participated in the Middle States Communication Meeting, including planning for several upcoming events.

Commencement Meeting

The department participated in the ongoing Commencement 2023 Meetings.

Commencement Guest Speaker Gift

The department ordered the Commencement guest speaker gift.

Commencement

The department worked with the Commencement Committee to finalize the Commencement script, Commencement Program, print labels for stage guest programs, pick up the Commencement guest speaker gift, and assist with setup, event details, and breakdown upon conclusion of the event. An electronic version of the Commencement Program has been added to the Commencement web page. The department will work with Mind in Motion to develop the official video for Commencement 2023 using the live feed. All photographs taken internally and by Grad Images will be loaded to a SharePoint site and shared with leadership when complete.

Middle States Communication Sub-Committee

The department worked with the Middle States Communication Sub-Committee to plan and execute events during the month of May 2023.

Website Editing Plan

The department is working to assign division names to the 700+ web pages and to develop a written plan for editing all pages during Summer 2023. The plan will include steps of the editing process and provide URLs by division.

Security Awareness Training

The department participated in monthly Security Awareness training.

WBJC Web Page

A draft web page for WBJC was approved and is now live on the BCCC website.

GED Commencement Program

The College created a High School Commencement Program (GED) that is pending additional edits

Surgical Tech Billboard and Social Tile

The College developed a billboard and social tile supporting the application extension for Surgical Technology.

New Juneteenth Billboard & Social Tile

The College developed a new billboard and social tile supporting observance of Juneteenth.

Memorial Day Social Tile

The College developed a new billboard and social tile supporting the observance of Memorial Day.

President Forum Digital Invitation

The College created a digital invitation and question submission form for the President's Forum.

Commencement Video Drafts

The College received and reviewed DRAFTS of the Commencement 2023 video developed by Mind in Motion. The video is now live at https://www.youtube.com/watch?v=SFWdzFlDQug&t=14s.

Updates to Digital Commencement 2023 Program

The College made additional edits to the digital version of the Commencement 2023 Program.

Trustee Meeting Presentation

The College developed PowerPoint slides supporting Commencement 2023 images, CUBE, and Bard Building future state images.

Advancement Professional Development Presentation

The College developed several Advancement Professional Development slides.

PTA Pinning Ceremony Program

The College developed a Physical Therapist Pinning Ceremony Program for their event on May 30, 2023.

Valedictorian Billboard Summer

The College created a new billboard celebrating our 2023 Valedictorian.

Welcome Week Billboard

The College developed a new Welcome Week billboard for Summer 2023.

LGBTQR+ Billboard

The College developed a billboard commemorating LBGTQR+ month.

Summer Welcome Week Social Tiles

The College developed social tiles in support of Welcome Week 2023.

Workforce Development Brochure Reprint

The College is obtaining quotes for reprinting of the Workforce Development Programs brochure that will be used by Workforce Development and Admissions.

Swag Bags for GED Volunteers

The College provided swag bags for High School (GED) Graduation volunteers.

Student Life & Engagement Flyers

The department met with Student Life & Engagement to discuss the correct procedure for requesting branded event and student group flyers, posters, etc.

Procurement Review & Smartsheet Updating

The department reviewed all outstanding requisitions via Smartsheet, updating those that are now complete.

Advancement Web Site

The College is working to streamline the Advancement web pages on the BCCC website. Existing pages will be rearchitected, while new pages will be developed.

June 2023 Entrance Banner

The College replaced the entrance banner in support of the Free at BCCC Summer 2023 campaign.

Geofencing Quote

The department received a rough estimate for geofencing on Juneteenth weekend at Druid Hill Park.

Web Page Image Updates

The department is working to update key department landing pages that require images.

Website PDF Audit

The department is working to analyze the entire site to establish how many PDFs can be converted to web page copy (excluding Forms). This will create a more seamless user experience.

Website URL/Page Assignment by Division

The department is developing a spreadsheet of each URL on our website and assigning each by division.

2023 Health Professions Pinning Ceremony Program

The department redesigned and printed a 2023 Health Professions Pinning Ceremony Program.

WBJC Web Ad

The College developed a web advertisement for WBJC, The College's radio station.

Bais Yaakov School for Girls

The College developed an advertisement for the Bais Yaakov School for Girls online journal.

AFRO

The College developed Facebook posts, e-bast, and website header images for use with the AFRO.

At a Glance Brochure

The College updated and printed a At a Glance Brochure.

Brand Building

Mayor's Scholars Program Digital Campaign

A Mayor's Scholars Program digital campaign was started on March 17, 2023 and concluded on May 15, 2023. Results for the parent and student targeted ads are:

Student Advertisement:

- Reach: 33,088
- Link Clicks to MSP Web Page: 1188
- Post Engagement: 1,211
- Post Reactions: 17
- Post Chares: 6

Parent Advertisement:

- Reach: 84,977

- Link Clicks to MSP Web Page: 2,168
- Post Engagement: 2,364
- Post Reactions: 123
- Post Shares: 52

Summer 2023 Free at BCCC Campaign

- Apply and Register content edits and new header photography.
- Launched Marketing Landing Page
- Created a Constant Contact email for use by Dr. Borne
- Created digital advertising campaigns on Facebook and Instagram
- Finalized and scheduled AFRO Facebook advertising, e-blast, and leaderboards for the AFRO website
- Created a homepage billboard.
- Entrance Banner

Fall 2023 Start. Expand. Impact. Advertising Campaign

The department is finalizing a brand PowerPoint presentation to present all components of a new brand campaign.

Admissions Information Session PowerPoint

The department began work on redesigning the PowerPoint used for online and in-person Information Sessions.

Summer 2023 Free at BCCC Campaign

- Apply and Register content edits and new header photography.
- Launched Marketing Landing Page
- Created a Constant Contact email for use by Dr. Borne
- Created digital advertising campaigns on Facebook and Instagram
- Finalized and scheduled AFRO Facebook advertising, e-blast, and leaderboards for the AFRO website
- Created a homepage billboard.
- Entrance Banner

Four digital advertisements were placed on May 23 and May 24, 2023 in support of the Summer is Free at BCCC campaign. Results to-date are listed below.

Summary through May 31, 2023:

- Reach:196,629
- Link Clicks (to https://www.bccc.edu/freesummer2023): 4,805
- Post Engagement: 5,589
- Post Reactions: 482
- Post Shares: 445

Advertising Breakdown:

Advertisement #1:
- Reach: 51,271
- Link Clicks: 1,246
- Post Engagement: 1,538
- Post Reactions 133
- Post Shares: 120

Advertisement #2:
- Reach: 51,953
- Link Clicks: 1,096

- Post Engagement: 1,096
- Post Reactions: 80
- Post Shares: 56

Advertisement #3:
- Reach: 55,778
- Link Clicks: 1,364
- Post Engagement: 1,687
- Post Reactions: 147
- Post Shares: 139

Advertisement #4:
- Reach: 37,737
- Link Clicks: 1,268
- Post Engagement: 1,504
- Post Reactions: 122
- Post Shares: 88

Market Research

- Hispanic marketing opportunities via Mundo Latino Newspaper
- Virtual tour options
- Admissions requests
- Promotional items
- Lapel Pins

Social Media Analytics

Facebook: May 1, 2023 – May 31, 2023
- Page Reach: 114,020 (Up 50.0% over the prior month)
- Page Visits: 3,063 (Up 36.9% over the prior month)
- New Likes & Follows: 28 (Up 47.4% over the prior month)

YouTube: May 1, 2023 – May 31, 2023
- Monthly views: 2,658 (Up 2,000 more than usual.)
- Watch time: 406.0 hours (386.0 more than usual)
- Subscribers: +31 (933% more than previous 28 days.)

Instagram: May 1, 2023 – May 31, 2023
- Reach: 53,054 (Up 160% over the prior month.)
- Profile Visits: 1,145 (Up 135.10% over the prior month.)
- New followers: 45 (Up 12.5% over the prior month.)

Twitter: 28-day Summary as-of June 1, 2023
- # Tweets: 10 (Down 23.1% over the previous period.)
- Tweet Impressions: 3,906 (Up 216.80% over the previous period.)
- Profile Visits: 374 (Down 61.90% over the previous period.)
- Mentions: 10 (Down 54.5% over the previous period.)
- Followers: 1734 (Up 1)

<u>Recent Twitter History</u>

May Detail:
- Impressions Per Day: 137
- Engagement Rate: 3.6%

- Link Clicks:3
- Retweets: 9
- Likes: 73
- Replies: 4

April Detail:
- Impressions Per Day: 56
- Engagement Rate: 2.9%
- Link Clicks: 0
- Retweets: 2
- Likes: 5
- Replies: 0

March Detail:
- Impressions Per Day: 93
- Engagement Rate: 2.7%
- Link Clicks: 8
- Retweets: 2
- Likes: 17
- Replies: 0

February Detail:
- Impressions Per Day: 105
- Engagement Rate: 2.4%
- Link Clicks: 21
- Retweets: 4
- Likes: 24
- Replies: 0

January Detail:
- Impressions Per Day: 100
- Engagement Rate: 2.4%
- Link Clicks 10
- Retweets: 7
- Likes: 21
- Replies: 0

December Detail:
- Impressions Per Day: 64
- Engagement Rate: 3.7%
- Link Clicks 13
- Retweets: 4
- Likes: 14
- Replies: 3

Web page Content Updates

Homepage Content Updates

Website Billboards
- Commencement Livestream published.
- Surgical Technology Application Deadline Extended
- Congratulations Class of 2023
- Dental Hygiene Pinning Ceremony

Headlines

- BCCC Partners With Baltimore City Department of Social Services, and The Maryland Center for Hospitality Training for New Hospitality Training Program
- BCCC Featured in Technical.Ly Ezine for Information Technology Program

Routine Website Maintenance and Webpage Content Updates

- Fall 2023 version 3 Academic Calendar updated.
- Facilities Updates published.
- Commencement Livestream published.
- BCCC YouTube channel update
- Academic Operations and Services webpage updated.
- Adjunct Services webpage updated.
- Articulations and Transfer Services updated.
- E- Learning webpage updated.
- PRE 100 webpage updated.
- Promise Academy webpage updated.
- Transfer Services webpage updated.
- Lab Animal Science Certificate updated.
- Biotechnology Lab Certificate webpage updated.
- Fashion Design webpage updated.
- Paramedic Bridge Certificate webpage updated.
- Coding Specialist Certificate webpage updated.
- Arts and Science Transfer webpage updated.
- Phi Theta Kappa webpage updated.
- Apparel Now links removed from website.
- MSP Spanish brochure updated.
- Dual Enrollment English brochure updated.
- Dual Enrollment Spanish brochure updated.
- Upward Bound English brochure updated.
- Upward Bound Spanish brochure updated.
- DSSC English brochure published.
- DSSC Spanish brochure published.
- Student Support & Wellness services webpage updated.
- Analytics
- Website Calendar updates

Other

- Completed May Infosec training.
- ITS notified about hallway TV Monitors for advertising
- WBJC webpage draft 1

Ongoing

- Website Content Review documents
- Website Directory update needed.
- Landing page for marketing updated (Pending)
- Report A Concern webpage (Draft) updated per VP Augustus (Pending)
- Shuttle Bus Schedule (Waiting on public safety)
- BCCC Accomplishments webpage (pending)
- Nomenclature project
- BCCC Style Guide webpages (Pending)
- Website Refresh project
- Marketing team meetings

Website Statistics

Google Analytics for May 2023 indicate a continuing trend of increases in visits to the Home, Apply, and Marketing web pages. Traffic to the new Marketing page began on May 23 when the page became live on the site. This coincided with the start of the Summer 2023 digital campaign. Although a brief period is reported from the start of the campaign through May 31, the volume of visitors to the Marketing page is significant. It is also noted that even though the MSP digital campaign ended on May 15, the volume to the web page continues to show significant unique and repeat visits.

Website Homepage Overview: https://www.bccc.edu/

May 1, 2023 – May 31, 2023 vs. the same period in 2022:

- Pageviews increased by 33.34% (811,815 in 2022 vs 1,082,464 in in 2023)
- Unique (new) pageviews increased by 33.68% (328,238 in 2022 vs. 438,799 in 2023)
- Average time on page increased by 27.63% (00:00:46 in 2022 vs. 00:00:59 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36

May 1, 2023 – May 31, 2023 vs. the same period in 2022:

- Pageviews increased by31.50% (12,264 in 2022 vs. 16,127 in 2023)
- Unique (new) pageviews increased by 37.64% (4,610 in 2022 vs. 6,345 in 2023)
- Average time on page increased by 47.36% (00:00:35 in 2022 vs. 00:00:52 in 2023)

Apply Vanity URL – https://www.bccc.edu/freesummer2023

May 1, 2023 – May 31, 2023 vs. the same period in 2022:

- Pageviews increased 100.00% (this page is new) (0 in 2022 vs. 3,788 in 2023)
- Unique (new) pageviews decreased by 100.00% (0 in 2022 vs. 1,649 in 2023)
- Average time on page increased by 101.09% (00:00:00 in 2022 vs. 00:01:00 in 2023

Register Webpage - https://www.bccc.edu/domain/1108

May 1, 2023 – May 31, 2023 vs. the same period in 2022:

- Pageviews decreased by 19.29% (13,050 in 2022 vs. 10,533 in 2023)
- Unique (new) pageviews decreased by 21.22% (5,217 in 2022 vs. 4,110 in 2023)
- Average time on page increased by 20.19% (00:01:16 in 2022 vs. 00:01:32 in 2023)

Register Vanity URL – https://www.bccc.edu/register

May 1, 2023 – May 31, 2023 vs. the same period in 2022:

- Pageviews increased by 180.06% (3,159 in 2022 vs. 8,847 in 2023)
- Unique (new) pageviews increased by 170.17% (1,371 in 2022 vs. 3,704 in 2023)
- Average time on page increased by 26.39% (00:00:38 in 2022 vs. 00:00:48 in 2023)

MSP Web Page – https://www.bccc.edu/msp

May 1, 2023 – May 31, 2023 vs. the same period in 2022:

- Pageviews increased 104.13% (2,225 in 2022 vs. 4,542 in 2023)
- Unique (new) pageviews increased by 135.27% (862 in 2022 vs. 2,028 in 2023)
- Average time on page increased by 13.50% (00:00:31 in 2022 vs. 00:00:35 in 2023)

Pending Projects

- WBJC Landing Page
- GED High School Diploma Program
- 2023 Commencement Program
- Admissions Marketing Requests (Discuss)
- Summer and Fall 2023 Brand & Creative Approach
- CUBE creative approval
- Entrance Banner Approval

- Brand PowerPoint
- Style Guide PowerPoint
- Mondawmin Mall creative (procurement complete)
- AFRO advertising (Designs have been updated are being updated with Start. Expand. Impact.; procurement complete and paid)
- Boardroom and hallway lettering
- Wall Plaque – Student BOR photo
- Economic Impact (Becky has; procurement payment completed; two reports)
- Mission, Vision, Values campaign creative (website and pull-up signs; pull-up signs can utilize the hardware from the current 75th anniversary signs.)
- Bard Building Fence creative (Pending edits to design.)
- Complaint Web Page
- Visit Pages
- Workforce Development brochure reprint

Future Projects

- Directional Signage for Atrium
- Speaker Series (all) creative
- Review campus signage for replacement
- Possible 4-5 pole sign replacements (Liberty Heights; Towanda)
- Newsletter #2
- Middle States newsletter – May edition
- Television screen designs (looping jpg's; meeting with IT)
- Cabinet web page: ASP & Finance Biographies
- Trustee biographies and images
- Promotional Items order
- BCCC ID redesign
- Geofencing

WBJC

BCCC Event Promotion

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

Public Service Announcements

Multiple daily reads by WBJC hosts.

- BCCC Summer and Fall Registration.

July – September

Marketing

Advancement developed the marketing and branded (digital and printed media) initiatives to support the College in the following areas:

High School (GED) Graduation Program, Certificates, Speaker Gift & Volunteer Gifts

The College designed a program, certificates (awards) for books, speaker gift and volunteer gifts (promotional items) for the High School GED Graduation Ceremony.

Viewbook Design and Proofing

Initiated a newly designed BCCC viewbook that includes collaboration from across the college.

Workforce Development Brochure Reprint

The College updated and received approval to print a new supply of the Workforce Development & Continuing Education brochure for use by Admissions and the Workforce Development & Continuing Education division.

Advancement Web Site

The College is working to streamline the Advancement web pages on the BCCC website. Existing pages will be rearchitected, while new pages will be developed.

Free Summer 2023 at BCCC Entrance Banner

A new Free Summer 2023 at BCCC banner was created for the front entrance of campus.

July 2023 Entrance Banner

A new Fall 2023 banner was created for the front entrance of campus for use from June 29 forward.

GED Scholarship Book Certificate

The College designed a certificate for books to be awarded at the GED High School Graduation.

TRIO Orientation Announcement Flyer

The College created a TRIO announcement for use on social platforms.

Mondawmin Mall Marketing Opportunities

Marketing met with representatives of a local retail corporation, Mondawmin Mall, to discuss marketing opportunities.

Brand PowerPoint Adjustments

Adjustments were made to the Fall 2023 campaign PowerPoint presentation.

Workforce Warehousing

Developed a Workforce Warehousing advertisement for Workforce Development & Continuing Education.

Website Image for Digital Cyber Security

Developed a new web page with departmental provided content and images for the new Cyber Security Digital Forensics program.

Subway (CUBE) Entrance Art Replacement

Art proofs have been reviewed and approved, and production and installation by Vector Media.

Commencement 2023 Photography and Video

In partnership with Mind in Motion Video and Grad Images, completed uploading photography taken by the vendors and Jason Quick, our Senior Graphic Designer. Links to the content are:

- Commencement 2023 Photos
- Mind in Motion Video (YouTube): https://www.youtube.com/watch?v=SFWdzFlDQug&t=14s

Campus Signage Audit

Conducted an all-location review of campus signage, lettering, wall program paintings, logos, etc. To begin updating all signage across the college.

Social Media Posts

Marketing continues to develop posts for Facebook, Instagram, and Twitter with an eye to developing enhanced social presence.

Fall 2023 Digital Campaign

The College is ready to begin digital advertising for the Fall 2023 semester.

Wall and Hallway Lettering

Marketing is working to install wall lettering at:

- Each entrance to Administration wing
- President's Office entry doors seals
- Lettering on two walls in the President's Boardroom
- State of Maryland Seal in the President's Boardroom
- Lettering in the Office of Admissions
- Lettering in President's Office, behind Administrative Assistant's Desk
- Each entrance to Administration wing
- President's Office entry doors (seals)
- Lettering on two walls in the President's Boardroom
- State of Maryland Seal in the President's Boardroom
- Lettering behind Administrative Assistant desk in President's Office
- Lettering in the Office of Admissions

Sample Italic and block fonts have been provided for consideration.

Fall Credit Schedule

The Fall 2023 Credit Schedule was completed, approved, and posted to the website.

Baltimore Latino Hispanic Community Newspaper

The College has contacted Baltimore Latino Hispanic Community Newspaper to discuss advertising options for August, September, and October 2023.

Brochure

The College created a TRIO brochure to promote the program.

Editorial Guide

The College began updates on a College Editorial Guide to be used on the website.

Fall Credit Schedule

The Fall 2023 Credit Schedule was completed, approved, and posted to the website.

Header Images – Student Affairs Apply & Register Pages

A new header image was developed for the Student Affairs Student Services web page.

Middle States Standard II Meeting

The department participated in daft content for the Standard VII Working Group.

Middle States Communication Meeting

The committee participated in planning Middle States Snack & Facts visits to BioPark, and Reisterstown Road locations. Additionally, the committee developed:

- Recommendation Form: A draft Website Governance Plan was developed and is pending consideration by the MS Steering Committee and Cabinet for approval.
- Recommendation Form: A Sign Audit of all locations was developed to determine what signage may need to be changed, replaced, or removed. The recommendation is pending consideration by the MS Steering Committee and Cabinet for approval.
- Recommendation Form: An internal Mission, Vision, Values marketing campaign has been developed and is pending consideration by the MS Steering Committee and Cabinet for approval.

Entrance Banner

The front entrance banner was replaced and now emphasizes Fall 2023/Apply.

MSP Email Flyer

The College developed a free laptop flyer to be emailed by the Vice President of Student Affairs to qualified MSP students.

Middle States Self-Study Flyer to BCCC Homepage

The College placed a Middle States Self-Study Flyer on the BCCC homepage under Information to Know.

Fall 2023 Enrollment Billboard

A new Fall 2023 Enrollment billboard was placed on the website homepage.

Social tile to promote Career Pathways and Workforce Programs

Developed social posts to promote Career Pathways and Workforce Training Programs.

Social tile to promote Warehousing & Inventory Control Certification

Developed a social post for Workforce Development Warehousing & Inventory Development Warehousing programs.

Student Life & Engagement Advertisements & Social Posts

Developed flyers and social posts to promote the following Student Life & Engagement Events:

- Summer events: Ice Cream Social, Karaoke Night, Summer Palooza, Mind & Motion Mondays
- Welcome Week (pending approval)

Additionally, the College purchased promotional items and t-shirts for MSP Students and for use during Welcome Week.

Wall Monitor Testing/Replacement

The Marketing department met with Audio Visual to evaluate the wall monitors. The monitors in the Atrium are not working. Further discussion about replacement will be included in the MS Sign Audit conversations.

NCMPR Membership Renewal

The College is renewing membership in NCMPR (National Council for Marketing & Public Relations).

Promotional Items

The College purchased promotional items for use by Student Life & Engagement during Welcome Week.

Latino Baltimore Horizontal Ad

The College has created print and website advertising to be placed in the Latino Baltimore newspaper and associated website.

Good Book Ad Design

The College developed a brand ad to be placed in the Good Book directory.

Middle States Standard Two PowerPoint

The College developed a Middle States Standard II PowerPoint for use by the Advancement Division in an upcoming presentation.

Brand Building

BCCC Fast Facts Re-Print

The College is updating and reordering a print supply of the Fast Facts brochure.

Workforce Development Brochure

The College is updating and reordering a print supply of the Workforce Development Brochure.

Workforce Development Website & Other Branding

The College is collaborating with Workforce Development to update programs and flyers used for recruitment.

Summer is Free at BCCC Campaign

Four digital advertisements were placed on May 23 and May 24, 2023 in support of the Summer is Free at BCCC campaign. Results for the week of May 28 – June 2, 2023 are listed below.

- Reach: 298,442
- Link Clicks (to https://www.bccc.edu/freesummer2023): 6,987
- Post Engagement: 8,455
- Post Reactions: 689
- Post Shares: 580

Market Research

- Hispanic marketing opportunities via Mundo Latino Newspaper
- Virtual tour options
- Promotional items

Social Media Analytics

Facebook: June 1, 2023 – June 30, 2023
- Page Reach: 249,179 (Up 119.5% over the prior month)
- Page Visits: 3,418 (Up 14.4% over the prior month)
- New Likes & Follows: 37 (Up 32.1% over the prior month)

YouTube: June 1, 2023 – June 30, 2023
- Monthly views: 985 (64% less than May 2023; likely due to the Commencement video posting)
- Watch time: 33.6 hours (92% less than Man 2023)
- Subscribers: +2 (94% less than May 2023)

Instagram: June 1, 2023 – June 30, 2023
- Reach: 140,959 (Up 167.7% over the prior month.)
- Profile Visits: 1,467 (Up 34% over the prior month.)
- New followers: 52 (Up 15.6% over the prior month.)

Twitter: 28-day Summary as-of June 1, 2023
- # Tweets: 15 (Down 23.1% over the previous period.)

- Tweet Impressions: 3,284 (Down 22.0% over the previous period.)
- Profile Visits: 355
- Mentions: 3
- Followers: 1729 (Down 7)

Web Page Content Updates

Homepage Content Updates

- Website Billboards
- Summer Fun at the Harbor Location (Draft 1 and Draft 2, published)
- Independence Day (Draft 1 ready for publishing)
- BCCC Celebrates Diversity (Draft 1 and Draft 2)
- Juneteenth (Set to publish)
- LGBTQ+ Pride Month

Routine Website Maintenance and Webpage Content Updates

- Analytics
- Website Calendar updates
- Financial Aid webpage update
- Health Information Technology Webpage update
- Bccc.edu/services redirect created.
- Refugee Youth Project webpage updated.
- WDCE English Brochure updated and published.
- WDCE Spanish Brochure updated and published.
- Degrees, Certificates and Programs webpage updated.
- Cyber Security and Assurance webpage updated (Draft 1 & Draft 2)
- Cyber Security Digital Forensics Degree webpage created (Draft 1 – 3)
- Cyber Security Digital Forensics Degree webpage published.
- Cyber Security Technology Center webpage created (Draft 1-3)
- Cyber Security Technology Center webpage published.
- Facilities Communications webpage update
- Virtual Help Desk webpage update
- Payroll payment schedule webpage update
- Adult Basic Education webpage update
- Adult Basic Education webpage update 2.
- GED webpage update
- Workforce – Cyber Security webpage update
- Workforce – Healthcare webpage update
- Workforce – Transportation webpage update
- Workforce Development webpage reformatted.
- Workforce – Child Care webpage reformatted.
- Workforce – Construction webpage reformatted.
- Workforce – Court Reporting webpage reformatted.
- Workforce – Cyber Security webpage reformatted.
- Workforce – Healthcare webpage reformatted.
- Workforce – Transportation webpage reformatted.
- Summer Credit Schedule 2023 published.
- Facilities Communications webpage updated.
- Student Accounting webpage updated.
- HR – Catch the Match announcement published.
- Commencement 2023 Video Updated
- C-ESL July class schedule published.
- Facilities Communications webpage update 1.
- Facilities Communications webpage update 2.

- Health Information Technology webpage update
- Accounting – Overview webpage reformatted.
- Accounting – Commonly Asked Questions webpage reformatted.
- Accounting – Learning Outcomes webpage reformatted.
- Addiction Counseling – Commonly Asked Questions webpage reformatted.
- Addiction Counseling – Program Learning Outcomes webpage reformatted.
- Allied Human Services – Overview webpage reformatted.
- Allied Human Services – Commonly Asked Questions webpage reformatted.
- Allied Human Services – Program Learning Outcomes webpage reformatted.
- Arts and Science Transfer – Overview webpage reformatted.
- Arts and Science Transfer, Art Concentration – Overview webpage reformatted.
- Arts and Science Transfer, Art Concentration – Commonly Asked Questions webpage reformatted.
- Arts and Science Transfer, Art Concentration – Program Learning Outcomes webpage reformatted.
- Pure and Applied Mathematic Concentration – Overview webpage reformatted.
- Pure and Applied Mathematic Concentration – Commonly Asked Questions webpage reformatted.
- Pure and Applied Mathematic Concentration – Program Learning Outcomes webpage reformatted.

Other

- June Infosec Training completed.
- Attended Middle States Communication meeting to discuss website editing.

Website Analytics

Website Homepage Overview: https://www.bccc.edu/
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 32.50% (721,441 in 2022 vs. 955,920 in 2023)
- Unique (new) pageviews increased by 33.35% (293,965 in 2022 vs. 391,898 in 2023)
- Average time on page increased by 20.59% (00:00:44 in 2022 vs. 00:00:53 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 26.69% (12,670 in 2022 vs. 16,052 in 2023)
- Unique (new) pageviews increased by 38.08% (4,939 in 2022 vs. 6,820 in 2023)
- Average time on page decreased by 2.40% (00:00:48 in 2022 vs. 00:00:46 in 2023)

Apply Vanity URL – https://www.bccc.edu/freesummer2023
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased 100.00% (this page is new) (0 in 2022 vs. 8,177 in 2023)
- Unique (new) pageviews decreased by 100.00% (0 in 2022 vs. 3,570 in 2023)
- Average time on page increased by 100.00% (00:00:00 in 2022 vs. 00:01:05 in 2023

Register Webpage - https://www.bccc.edu/domain/1108
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews decreased by 26.69% (13,876 in 2022 vs. 10,172 in 2023)
- Unique (new) pageviews decreased by 29.79% (5,612 in 2022 vs. 3,940 in 2023)
- Average time on page increased by 11.18% (00:01:13 in 2022 vs. 00:01:05 in 2023)

Register Vanity URL – https://www.bccc.edu/register (Used for marketing.)
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased by 155.16% (1,782 in 2022 vs. 4,547 in 2023)
- Unique (new) pageviews increased by 148.17% (766 in 2022 vs. 1,901 in 2023)
- Average time on page decreased by 5.84% (00:00:40 in 2022 vs. 00:00:38 in 2023)

MSP Web Page – https://www.bccc.edu/msp
June 1, 2023 – June 30, 2023 vs. the same period in 2022:

- Pageviews increased 38.69% (2,458 in 2022 vs. 3,409 in 2023)
- Unique (new) pageviews increased by 37.57% (1,006 in 2022 vs. 1,384 in 2023)
- Average time on page increased by 22.15% (00:00:43 in 2022 vs. 00:00:52 in 2023)

Website Statistics

Google Analytics for July indicate a reduction in those visiting the Register web pages, however there continues to be a significant increase in those using the apply URL, vanity apply, and campaign apply links. Traffic on the new Marketing campaign page continues to be extraordinarily strong since its start date of May 23. This page will now shift focus to Fall 2023 enrollment.

Specific web page analytics:

Website Homepage Overview: https://www.bccc.edu/
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews increased by 9.46% (885,115 in 2022 vs. 968,874 in 2023)
- Unique (new) pageviews increased by 17.33% (343,987 in 2022 vs. 403,593 in 2023)
- Average time on page decreased by 2.61% (00:00:51 in 2022 vs. 00:00:49 in 2023)

Apply Webpage: https://www.bccc.edu/domain/36
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews increased by 39.06% (10,819 in 2022 vs. 15,045 in 2023)
- Unique (new) pageviews increased by 51.02% (4,120 in 2022 vs. 6,222 in 2023)
- Average time on page decreased by 23.02% (00:01:13 in 2022 vs. 00:00:56 in 2023)

Apply Vanity URL – bccc.edu/apply
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews increased 16.46% (14,432 in 2022 vs. 16,807 in 2023)
- Unique (new) pageviews increased by 29.01% (5,361 in 2022 vs. 6,916 in 2023)
- Average time on page increased by 13.43% (00:00:46 in 2022 vs. 00:00:52 in 2023)

Marketing Landing Page – bccc.edu/Fall2023 (Used for digital campaigns)
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews increased by 100% (0 in 2022 vs. 4,399 in 2023)
- Unique (new) pageviews increased by 100% (0 in 2022 vs. 1,985 in 2023)
- Average time on page increased by 100% (00:00:00 in 2022 vs. 00:00:21 in 2023)

Register Webpage - https://www.bccc.edu/domain/1108
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews decreased by 27.87% (8,912 in 2022 vs. 12,356 in 2023)
- Unique (new) pageviews decreased by 16.34% (4,520 in 2022 vs. 3,790 in 2023)
- Average time on page decreased by 26.76% (00:01:45 in 2022 vs. 00:01:17 in 2023)

Register Vanity URL – https://www.bccc.edu/register (Used for marketing.)
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews decreased by 50.58% (10,786 in 2022 vs. 5,330 in 2023)
- Unique (new) pageviews decreased by 46.58% (4,414 in 2022 vs. 2,358 in 2023)
- Average time on page decreased by 37.72% (00:01:04 in 2022 vs. 00:00:40 in 2023)

MSP Web Page – https://www.bccc.edu/msp
July 1, 2023 – July 31, 2023 vs. the same period in 2022:
- Pageviews increased 107.50% (1,734 in 2022 vs. 3,588 in 2023)
- Unique (new) pageviews increased by 109.40% (702in 2022 vs. 1,470 in 2023)
- Average time on page decreased by 6.08% (00:00:55 in 2022 vs. 00:00:51 in 2023)

Pending Projects

- Brand PowerPoint
- Style Guide PowerPoint & Website
- Mondawmin Mall creative (Fall 2023 discussion)
- Boardroom, hallway, President's Office and Admissions lettering
- Wall Plaque – Student BOR photo
- Mission, Vision, Values campaign creative (website and pull-up signs)
- Bard Building Fencing Design

Future Projects

- Directional Signage for Atrium
- Signage Audit
- Speaker Series (all) creative
- Possible 8-10 pole sign replacements (Liberty Heights; Towanda)
- Newsletter #2
- Middle States newsletter
- Television screen designs (looping jpg's; meeting with IT; replacement required)
- Directory repopulated (Discuss how to proceed)
- Cabinet web page: ASP & Finance Biographies
- Promotional Items order
- BCCC ID redesign
- Geofencing
- Advancement Web Pages
- Workforce Development Web Pages
- Editorial Style Guide (to be added to the BCCC brand web page at Marketing / BCCC Brand.

October

Marketing

The marketing department continues to develop and market the BCCC brand. This requires telling the BCCC story in a way that resonates with our students, faculty, staff, members of the community, and key stakeholders.

STEM Symposium

Advancement has collaborated with a cross-section of the College to plan, organize, and promote the annual BCCC STEM Symposium scheduled for November 16th. This event will showcase BCCC STEM students and host STEM students from Baltimore City Public Schools. This year's BCCC marketing plan includes:

- Symposium logo designs
- Retractable Sign design
- Register to participate Microsoft Form
- Check-in Microsoft Form
- Billboard
- Social post designs
- Certificate (Participation)
- Promotional items research
- Check-in QR Code sign
- Stickers
- Entrance Banner
- Promotional landing page

We Wear Red Wednesdays T-Shirts

Advancement, in collaboration with Student Affairs and the Student Government Association, has developed a marketing plan to increase student participation and BCCC spirit by establishing "We Wear Red" BCCC branding. Starting soon, students will be encouraged to wear their red BCCC t-shirts and/or other items colored red to build campus spirit. In addition, a full social media strategy was created to expand our reach in celebrating BCCC pride.

BCCC Social Media Engagement Continues to Grow

BCCC Website, Google, X, Facebook, Instagram have all seen an increase in online activity. On average there is a 61% increase in website and social media engagement. This does not include last week's visit of the Governor which sparked another spike in social media engagement. These are measurable outcomes driven by data analytics.

The marketing department continues to work with other divisions across the College to create opportunities to showcase students, faculty, staff, and programs on all our social media platforms. Current social media analytics show an increase in activity as we continue building and expanding our reach.

Social Media Posts for September include, but are not limited to:

Governor Moore and Lt. Governor Miller visit BCCC

Student Life & Engagement Events

- Spanish Bingo social post
- National Voter Day social post
- Suicide Awareness social post
- "Celebrating You" social post
- BCCC Promotes Voting social post
- Wellness Workshops social media posts
- BCCC Volleyball team social post

Website Billboards

- Hispanic Heritage Month
- Thanksgiving
- Veteran's Day
- Winter Break
- Cyber Security Digital Forensics
- Communications
- American Sign Language
- 9/11 "We Will Never Forget"
- Governor Wes Moore Visit

Fall 2023 Digital Campaign

The College implemented a Fall 2023 digital campaign on July 13, 2023 with the following cumulative results:

Facebook & Instagram Advertising Cumulative Totals:

Reach: 717,276
Link Clicks: 15,615
CTR: 2.1%
Engagement: 15,918
Post Reactions: 268
Post Saves: 15
Post Shares: 18
Conversations Started: 7
Post Comments: 2

Market Research

Website Statistics

Google Analytics has been sunset and is being replaced by Google Analytics 4 (GA4), the new generation of Google's analytics platform. Most reports have been replaced or renamed because of the latest analytics version using a different measurement model compared to Universal Analytics (now sunset). Reports are based on 5 main categories: Realtime, Audience, Acquisition, Behavior, and Conversions. While comparison of web pages is not available year over year, it does provide different metrics compared to those used in the past.

Specific web page analytics:

Website Homepage Overview: https://www.bccc.edu/

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Pageviews: 623,000
User engagement: 249,000
Clicks: 137,000
Scroll: 90,000
First Visit: 48,000

Apply Webpage: https://www.bccc.edu/domain/36

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Views: 9,537
Users: 3,074
Views Per User: 3.10

Apply Vanity URL – bccc.edu/apply

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Views: 9,181
Users: 4,013
Views per user: 2.29+

Marketing Landing Page – bccc.edu/Fall2023 (Used for digital campaigns)

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Views: 8,.451
Users: 6,659
Views per user: 1.27

Register Webpage - https://www.bccc.edu/domain/1108

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Views: 4,794
Users: 1,740
Views per user: 2.76

Register Vanity URL – https://www.bccc.edu/register (Used for marketing.)

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Views: 2,573
Users: 1,532
Views per user: 1.68

MSP Web Page – https://www.bccc.edu/msp

September 1, 2023 – September 30, 2023 vs. the same period in 2022:
Views: 1,023
Users: 537

Views per user: 1.91

November

National Council for Marketing & Public Relations

This year, the College received four National Council for Marketing & Public Relations (NCMPR) Medallion Awards, adding to one previous NCMPR Medallion Award in YYYY. This is a first for the College and a testament to better brand awareness and marketing.

Black Enterprise Magazine

Black Enterprise Magazine Featured the College's Nursing Program in its October eEdition in an article featuring Governor Wes Moore. The article, "Maryland Governor Wes Moore Launches Innovative Paid Community Service Program for Young Adults," concluded with a message about the College's nursing program and how it works to meet industry needs on WBJC Radio Station

WBJC Radio Station

BCCC campus events and initiatives are promoted on-air on a regular basis including Public Service Announcements:

- Multiple daily reads by WBJC hosts.
- PSA for BCCC's National Hispanic Heritage Month Celebration.
- Other BCCC special programs & projects

College Programming & Student Support Services

The Marketing Department continues to work collectively with all facets of the College to develop, strategize, and create marketing opportunities. Some initiatives include:

EMS Degree & Certificate
- Associate Degree in Emergency Medical Services
- Certificate in Emergency Medical Services
- Emergency Medical Technology Certification (Workforce Development)

Cyber Security Digital Forensics
- Cyber Security and Assurance
- Cyber Security Specialist (Workforce Development)

Transfer Fair & Fall Festival
- Created and promoted marketing material
- Web billboard and social media posts were generated for promotion

STEM Symposium

The Office of Advancement collaborated with a cross-section of the College to plan, organize, and promote the annual BCCC Science, Technology, Engineering & Mathematics (STEM) Symposium in November. This event showcased BCCC STEM students and host STEM students from Baltimore City Public Schools. The marketing plan included:

- Symposium logo designs
- Retractable Sign design
- Register to participate Microsoft Form
- Check-in Microsoft Form
- Billboard
- Social post designs
- Certificate (Participation)
- Promotional items research
- Check-in QR Code sign

- Stickers
- Entrance Banner
- Promotional landing page

Social Media

BCCC Website, Google, X, Facebook, Instagram have all seen an increase in online activity. On average, BCCC continues to see a 60% increase in website and social media engagement.

In addition to branded campaigns and programs, the marketing department continues to work with other divisions across the College to create opportunities that showcase students, faculty, staff, and programs on all our social media platforms. Current social media analytics show an increase in activity as we continue building and expanding our reach.

Student Life & Engagement Events

- "I Stand with Immigrants"
- Student Government Association (SGA)
- Hispanic Festival social
- Mental Health Awareness
- Workforce Development Information Session
- Faculty Seminar
- BCCC Art students were featured in a social media profile/post
- BCCC Volleyball team

Website Billboards

- Hispanic Heritage Month
- Transfer Fair
- Breast Cancer Awareness
- Fall Festival
- BCCC Athletic Victory Billboards for Basketball & Volleyball
- Thanksgiving
- Veteran's Day
- Winter Break
- Cyber Security Digital Forensics
- Communications
- American Sign Language

<u>Fall 2023 Digital Campaign</u>

Facebook & Instagram Advertising Cumulative Totals:

- Reach: 791,072
- Link Clicks: 18,478
- CTR: 2.1%
- Engagement: 19,160
- Post Reactions: 320
- Post Saves: 15
- Post Shares: 26
- Conversations Started: 6
- Post Comments: 2

Website Statistics

Google Analytics 4 (GA4), the new generation of Google's analytics platform provides a more refined insight into BCCC web activity and rating. Reports are based on 5 main categories: Realtime, Audience, Acquisition, Behavior, and Conversions. While comparison of web pages is not available year over year, it does provide different metrics compared to those used in the past. We will continue to learn about this new model.

Start date for the campaign was July 14, 2023.

- Impressions: 146,696
- Clicks: 13,747
- CPC: $0.65
- CTR: 12.03%

REALIGNMENT TASK 9

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

January – March

Enterprise Resource Planning (ERP) Project

Implementation Engagements

BCCC is using the new time and attendance system in Banner called Web Time Entry which went live on December 2022. This new system enhances the process of time entry and leave balance tracking for employees as well as the approval process for supervisors with the option to enter time and leave on mobile devices.

Staff continue submitting time in both MDTime (the legacy system) and WebTime (payroll processing in Banner) during this transition period. Some key things to note on payroll processing:

- There are gaps in faculty and contractual staff processes that cannot be fully carried out in Banner without the use of legacy system components. BCCC leaders and HR analysts are working with Ellucian to build a solution to transition from old HP legacy system to Banner system.
- HR has been working in the past two months with leaders in all areas updating information as needed so that Banner reflects the current staff to supervisor hierarchy.
- HR/Payroll and ITS staff identified and worked with Ellucian to resolve the issue with the system function that allows an alternate supervisor to approve timesheets when the primary supervisor is unavailable.
- To support staff during the transition HR and Payroll offices provided training leading up to launch of the new Payroll module and continue to schedule additional refresher sessions for staff.

HR and Payroll Web Time Entry January Training Schedule

Dates	Time and Location
Wednesday, January 4th	10 am Main Building: Room 224
Thursday, January 5th	2 pm Main Building: Room 224
Friday, January 6th	10 am Main Building: Room 224
Monday, January 9th	10am & 2pm in Main Building: Room 224
Tuesday, January 10th	10am & 2pm in Main Building: Room 224
Wednesday, January 11th	10am & 2pm in Main Building: Room 224
Thursday, January 12th	10am & 2pm in Main Building: Room 224
Friday, January 13th	10am & 2pm in Main Building: Room 224

Student facing offices continue using Banner for day-to-day operations since July 2022. Work continues with Degree Works and Ellucian Experience. Banner Communication Manager and SparkPost are smaller components that will be implemented in early 2023 – these tools are email marketing tools that will allow for student facing offices like Admission to perform bulk communication to prospects and students.

Additional student work includes:

- CRM Recruit is fully implemented and is being utilized by students and BCCC staff for Application for admission submissions, email communications, admission decision and prospective student outreach.
- Banner Communication Manager training sessions were held for Student Affairs, HR/Payroll, Student Accounting, Workforce Development and Continuing Education (WDCE), Marketing and Communications. Work is now being done to test and enable these automated notifications to support daily operations that impact students, faculty, and staff.
- ETranscripts is a process that automates the processes that support the full lifecycle of transcript requests – from student identification and validation to order collection and fulfillment. Records and Registration worked with ITS, Ellucian and the National Student Clearing House to configure and test the service. ETranscripts is now available and is being used by students to electronically request and receive their transcripts.

The defect in the finance Banner module that was discussed in last month's update to the Board of Trustees has been corrected by Ellucian. The Finance team worked with ITS and Ellucian to complete validation of the corrected interface and data. The finance team has completed processing the backlog of financial applications from the state's FMIS system into Banner and now Finance and ITS are working on finalizing the interfaces that move data from Banner to FMIS.

The Grants Accounting process is being implemented in Banner. A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner. This is in the final stage of the configuration.

Student Accounting has been live on Banner since July 2022. Work has continued in these areas:

- Billing for WDCE programs - WDCE staff provided information in February to support the configuration of non-credit related billing in Banner. Meetings have continued in the month of February to finalize the configuration.
- 1098-T processing – The 1098T process was completed in Banner. This required testing, configuring and working with Ellucian and ESCI to ensure that tuition statements were finalized and made available to students ahead of the federally mandated January 31 deadline. This work has surfaced that some of the initial configuration of the Student AR module within Banner was not properly done when the module went live. Ellucian is performing a review of the Student AR module and will be making any additional configuration changes in Banner at no cost to the College.

There is a continued focus on the three areas shared at the last board update:

- Data cleanup – Work continues to identify and prioritize data errors and inconsistencies that have surfaced in production. These issues are being addressed with input from functional offices to ensure the data in the system is accurate and up to date.
- Reporting - BCCC's ability to deliver institutional and compliance reporting has been challenged by the learning curve of using a new data structure and reporting tool, as well as resource constraints. In the short-term work continues to build out institutional reports. An example of this is work done in February 2023, that involved Finance, Student Accounting and IT working together to produce the state report on tuition and fee revenue. A longer-term solution is the implementation of the Banner reporting platform in 2023, that is a part of the ERP implementation that will provide out-of-the-box analytics and additional reporting accessible by functional areas.
- Cyclical operational procedures - Finally, the cyclical nature of college operations has presented challenges in implementing new processes for the next few years, particularly in regard to annual tasks such as year-end reporting for finance.

Managed services consulting which provides ongoing operational support for the year or two post go-live when the project team is complete will be an important resource to support work in the three areas above. Options are being explored that will be presented to the board.

Data Center Refresh Project

The setup of the new equipment for the data center refresh project began in January and is ongoing. Production workloads are now running on the new hardware. ITS has been working with the Maryland Department of Information Technology

(DoIT) to identify changes to network bandwidth requirements to support the redundant backup server, located at the BioPark campus.

Planning for Phase 2 of this project (Disaster Recovery and Business Continuity) will begin after the completion of Phase 1 and will create additional redundancy and enhance the speed of recovery from a disaster. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposed solution to the President and Board for funding and approval.

IT Operations

Client Services

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

Staffing
A Tier 1 Helpdesk support person has been hired. His first day was Monday, January 30.

Support/Maintenance
Provided media equipment support and presentation and media equipment for:

- Projector Bulb Inventory
- Visual Arts Studio Tour
- Upward Bound Math & Science Program
- Student Government Association Inauguration
- New Student Orientation
- Five Love Languages
- Black History Month Events
- Ashburton Community Event
- Fight the Power: How Hip Hop Changed the World

IT Helpdesk
West Pavilion Flood Activities

- On Christmas Day, Public Safety alerted us that the West Pavilion Building was flooded and the area most affected was ITS Client Services. Jamie Cofield (HelpDesk Supervisor) and Mo Alzalam went to West Pavilion to do an initial survey of the water damage and initial cleanup.
- The day after Christmas, ITS Leadership, Michael Rading (CIO), Pete Farrell (DCIO), and Dawna Attig (DCS) went to West Pavilion to do an initial inventory and separation of good, dry laptops and bad, wet laptops.
- Since then and under the immediate supervision of Jamie Cofield, Tier 2 HelpDesk personnel did a massive cleanup of several rooms at West Pavilion, removing damaged and unusable equipment, destroying hard drives, as well as, doing a complete inventory with replacement costs for everything that is to be claimed on insurance. The replacement value for the technology items damaged by the flood is $104,799.72.

Winter Break Closing Procedures – We worked with Facilities to confirm what the closing procedures should be for IT

- First Week Session Support Schedule
    - Created and Implemented an IT Support Schedule for the first week of each session.
    - Providing support for students during their first week of session
- Distributing laptops as requested
- Continuing work on Student, Faculty and Staff tickets
- Fresh Service ongoing support & maintenance
    - Worked on an Emergency on Call Ticket Notification Process
    - Developing an Employee Onboarding Process
    - Modifying ticket workflows

Projects

MFA Implementation Project
Client Services with Systems worked to implement Multi-Factor Authentication across the entire campus for all Faculty and Staff. It has not been rolled out to Students yet.

DEXIS Software Upgrade Project (dental clinic imaging software)
The dental clinic is migrating to a modern imaging platform and replacing the sensors. This installation took place the week of February 27. Twenty-one computers are being ordered to replace aging laptops in the clinic.

2023 BCCC Commencement Project
Client Services Director and Media Services are supporting 2023 BCCC Commencement

CODA Site Visit Prep Project
Client Services is assisting the Dental School in preparations for this upcoming site visit. The conference room for this site visit is set to receive an upgrade in its AV equipment. The new equipment will be installed on 3/17.

IT Staffing

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

IT Security

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

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

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

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

April

Enterprise Resource Planning (ERP) Project

Implementation Engagements

The College sent 11 key staff representing multiple areas including Student Affairs, WDCE, Finance, HR, Student Accounting, and IT to the annual Ellucian Live Conference held last week in New Orleans from March 26 to March 29. As a follow-up to the conference, college representatives are sharing resources received with others in their areas and will continue engaging with peers at other community colleges from across the country that are also using Banner.

BCCC (Baltimore City Community College) continues using the new time and attendance system in Banner called Web Time Entry which went live on December 2022. Staff continue submitting time in both MDTime (the legacy system) and WebTime (payroll processing in Banner)

Student facing offices continue using Banner for day-to-day operations since July 2022. Additional work being done includes:

- Degree Works (Student Academic Progress) is being worked on by Ellucian and BCCC Resources

- Communication Manager is now being configured and tested. The first set of communication is being worked on to go-Live by the end of April 2023. Automated communications support BCC's daily operations that impact students, faculty, and staff.

The Grants Accounting process is being implemented in Banner. A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner. This is in the final stage of the configuration.

Student Accounting has been live on Banner since July 2022. Work has continued in these areas:

- Billing for WDCE programs - WDCE staff provided information in February to support the configuration of non-credit related billing in Banner. Meetings continued in March to finalize the configuration.
- Waiting on Training Schedule from Ellucian in preparation for go-Live

There is a continued focus on the three ERP areas—data cleanup, reporting and cyclical operating procedures – shared at the last update provided to the board.

Data Center Refresh Project

The setup of the new equipment for the data center refresh project began in January and is ongoing. ITS continues to work with DoIT to put in place additional network configuration changes to support the new solution.

IT Operations

Client Services

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

Support/Maintenance
Provided media equipment support and presentation and media equipment for:

- Womens History Events
- Dr. Hawk's Open House
- Irish History Event
- MPPA Training Day
- Student Support & Wellness Event
- Healthy Neighborhoods
- Community Space Event

IT Helpdesk

West Pavilion Flood Activities
The Client Services management team assisted the CIO and Deputy CIO with obtaining quotes for the replacement equipment and submitting them to Procurement.

First Week Session Support Schedule

- Created an IT Support Schedule for the first week of each Summer 23 session.
- Distributing laptops as requested
- Continuing work on Student, Faculty and Staff tickets
- Fresh Service ongoing support & maintenance
- Developing an Employee Onboarding Process
- Modifying ticket workflows
- Demo of FreshCaller, FreshChat, and Workspaces software solutions

Projects

MSCHE Self Study Design Project

- Standard IV - Evidence Review for criteria Criteria 3
- Standard IV – Attended Working Group Meeting

MFA Implementation Project
Client Services with Systems worked to implement Multi-Factor Authentication across the entire campus for all Faculty and Staff. It has not been rolled out to Students yet.

2023 BCCC Commencement Project
Client Services Director and Media Services are supporting 2023 BCCC Commencement

CODA Site Visit Prep Project
Client Services assisted the Dental School in preparations for this upcoming site visit. The new conferencing equipment was installed in LSB311 on 3/17.

BCCC New Security System Project
Internal Meetings on new ID Card production using the new Security System.

BCCC WEPA Integration Project
Planning & coordinating the integration of student accounts with WEPA printing

IR Implementation Project
ITS is working with DoIT on Phase 2 of the new Cybersecurity Incident Response Plan

IT Security

As a result of the DoIT security assessment that was completed last year, BCCC has begun participating in a pilot "Incident Response" program that is being developed to help agencies build comprehensive incident response plans. The ITS team participated in meetings in March and the beginning of April where the incident response framework was reviewed and discussed. As part of the Incident Response planning work will be done to enhance preparedness related to the preparation, detection and analysis, containment, and eradication of issues that result from security incidents. This work will take place over the next several months, concluding in May.

May

Enterprise Resource Planning (ERP) Project

Implementation Engagements

Project Status

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT). DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively effect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Yellow

Five of the six criteria used to establish the overall project health are green with the "Cost" measure listed as yellow. The proposed initial contract amendment that modifies the ERP project budget would address the "Cost" measure concern.

Key changes that need to be made to the ERP contract include:

1. Increasing the spending limit on the ERP contract – Additional funding is needed to support ERP project work. Industry standard for projects of this scope and size include a contingency of between 10% – 25% of overall project cost, the current contract has no contingency built in.
2. Replace Reporting module Analytics with platform that replaces it Insights – Ellucian is sunsetting the Analytics product.
3. No cost addition of Banner Document Management software - Additional functionality that enables storing, indexing, organizing and retrieving of electronic documents
4. Additional Consultant Support through the end of 2023 - All functional areas would receive ongoing consultant support for training, guidance, troubleshooting, etc.

The proposed changes require Board of Trustees approval followed by Board of Public Works (BPW) approval.

BCCC is using the new time and attendance system in Banner called Web Time Entry which went live on December 2022. This new system enhances the time entry and leave balance tracking process for employees and the approval process for supervisors with the option to enter time and leave on mobile devices.

Staff continue submitting time in both MDTime (the legacy system) and WebTime (payroll processing in Banner) during this transition period.

Due to leadership and staff changes in Human Resources, MDTime cut-off that is scheduled to set on 3rd week of May 2023 is postponed. The cut-off date will be determined after the vacant HR positions are filled.

Student facing offices continue using Banner for day-to-day operations since July 2022. Additional work being done includes:

- Degree Works (Student Academic Progress) is being worked on by Ellucian and BCCC Resources
- First round of Degree Works training for the Registrar's office will be completed on May 11
- Communication Manager is now being configured and tested. The first set of communication is being worked on to go-Live by the end of May 2023. Automated communications support BCC’s daily operations that impact students, faculty, and staff.

The Grants Accounting process is being implemented in Banner. A cross-functional team, including members of the Finance, WDCE, and Institutional Research groups, is meeting regularly to document and plan for the implementation of this new process in Banner. This is in the final stage of the configuration.

Student Accounting has been live on Banner since July 2022. Work has continued in these areas:

- Billing for WDCE programs - WDCE staff provided information in February to support the configuration of non-credit related billing in Banner. Meetings continued in March to finalize the configuration.

- The vendor is finalizing the related training schedule for BCCC stakeholders.

There is a continued focus on addressing three areas in the ERP implementation: data cleanup, reporting and cyclical operations.

Data Center Refresh Project

The setup of the new equipment for the data center refresh project began in January and is ongoing.

IT Operations

Client Services

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

Support/Maintenance
Provided media equipment support and presentation/media equipment for:

- Multi-Generational Zumba Event
- Ashburton Community Event
- Bee Keepers Event
- College Bound Event
- Student Government Candidate Speeches
- Open Mic Night
- Open Studio Art Exhibition

IT Helpdesk

- Tier 2: Investigate Cyber Lab Networking Issues.
- Tier 2: Employee Relocations to South Pavilion
- Operational Activities: Holiday Rollover Message, Holiday On Call Schedule, and Summer IT Info Desk Schedule
- Procurement: IT Hardware Projections
- Continuing work on Student, Faculty and Staff tickets
- Workstation Initiatives/Security OLA Review
- MS SharePoint & Teams: Assist new dean with using SharePoint & Teams

Fresh Service / IT Service Management ongoing support & maintenance

- Procurement: Demo Hardware/Software Asset Management Add-on
- Investigate why tickets are getting automatically reassigned. Found that it was due to a workflow.

Projects

MSCHE Self Study Design Project – worked on the following:
Standard IV Working Group Meeting

MFA Implementation Project
Client Services with Systems is working to rollout to student body

2023 BCCC Commencement Project
Client Services Director and Media Services are supporting 2023 BCCC Commencement

BCCC New Security System Project
Internal Meetings on new ID Card production using the new Security System, working on printers, cameras and templates

IR Implementation Project
ITS is internally working together on new Cybersecurity Incident Response Plan

IT Security

As a result of the DoIT security assessment that was completed last year, BCCC has begun participating in a pilot "Incident Response" program that is being developed to help agencies build comprehensive incident response plans. This work will take place over the next several months, with the conclusion anticipated in June 2023.

June

Enterprise Resource Planning (ERP) Project

Project Status

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT). DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Yellow

Five of the six criteria used to establish the overall project health are green with the "Cost" measure listed as yellow.

The Board of Trustees approved the ERP initial contract modification and the renewal of Year. #1 on May 17, 2023. This contract modification is scheduled to go to the Board of Public Works (BPW) for approval in July 2023. The approval of contract modification will address the yellow status of the Cost criterion in the project health assessment.

Student Module

Degree Works is an academic advising and degree audit tool that provides students easy access to their academic path and helps them understand degree requirements and the next steps to graduation. The tool will also allow advisors to target students in need of assistance and help them maintain progress. The module will be fully implemented later in 2023. Some of the key work performed in the last month is included below:

- The Records Office has been updating information in the ERP system that will enable degree and major equivalents and performing what-if-analysis that supports students and advisors exploring options for different majors.
- The Records Office is validating the scribed catalog and is engaged in weekly meetings that include the ERP vendor where support is provided.

Workforce Development and Continuing Education (WDCE) Billing

- The Grants Accounting process is being implemented in Banner.
- All configuration and testing with WDCE and Student Accounting staff has been completed. Onsite training for staff is scheduled for June 27 – June 29.

Payroll (Web-Time) Module

BCCC is using the new time and attendance system in Banner called Web-Time Entry which went live on December 2022. This new system enhances the time entry and leave balance tracking process for employees and the approval process for supervisors with the option to enter time and leave on mobile devices.

Staff continue submitting time in both MDTime (the legacy system) and Web-Time (payroll processing in Banner) during this transition period.

Finance

Some key Banner related updates for the Finance office are included below:

- The Disbursements Integration between the state system (FMIS) and Banner ERP system has been tested and is live.
- Incorrect mapping between the Finance and AR modules were updated in May 2023 and continue.
- Meetings are underway between the Finance office and an ERP Finance consultant to address questions and end-of-year procedures.

Key Areas of Focus

There is a continued focus on three areas: data cleanup, reporting and cyclical operational procedures.

After the College gets approval from BPW for the ERP contract modification, additional professional services for all functional areas will be put in place through November 30, 2023. Managed services consulting which provides ongoing operational support for the year or two post go-live when the project team is complete will be a crucial resource to support work in the three areas above after November 30, 2023.

Data Center Refresh Project

The setup of the new equipment for the data center refresh project began in January and is ongoing. Planning for Phase 2 of this project (Disaster Recovery and Business Continuity) will be started after Phase 1 is completed.

IT Operations

Client Services

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

Support/Maintenance
Provided media equipment support and presentation/media equipment for:

- Boost Spring Convening Center for Urban Family
- Dental Hygiene Pinning Ceremony
- Dental Hygiene Pinning Ceremony
- UBMS Closing ceremony.
- BCPD - Active Shooter Training.
- PTA Program’s Pinning Ceremony
- Karmas Dance Event official

IT Helpdesk
Continuing work on Student, Faculty and Staff tickets:

- Tier 1/Dispatch: Closed 550 Tickets on first call, where 300 were login/password issues.
- Tier 2: Closed 169 Tickets.
- Tier 2: Prepared and Distributed 11 laptops.

Operational Activities

- Provided IT support at the Info Desk for the first week of the Summer Term

- Workstation Initiatives/Security Office of Legislative Audits (OLA) related items review

Brainstorming/Research
- Computer Sign out Sheets
- Demo Smartboard: Worked to get Promethean and Newline smartboard on campus and scheduled an in-person demo in the Mini Conference Center for VPs, Deans, and Faculty

Incident Response Plan
Worked to prepare our Incident Response Plan (IRP) Template and prepare for tabletop exercise

Laptop Loaner Program
worked with English as a Second Language (ESL) and General Education Development (GED) Program administrators on getting tickets for Students who have received laptops.

Projects

BCCC New Security System Project
Continuing Internal Meetings on the new ID Card for students, faculty and staff that will work with the new Camera and Door Access Security System, working on printers, cameras and templates

HEERF Grant IT Hardware Procurement Project
Worked with IT Leadership and the Finance office to prepare a procurement IT budget for HEERF funds. Once a final list of technology was determined, using quotes from multiple vendors on existing competitively bid procurement purchasing contracts were obtained to support the procurement process.

Incident Response Implementation Project
ITS is internally working together on new Cybersecurity Incident Response Plan

MSCHE Self Study Design Project
Standard VI Working Group Meeting during Professional Development.

IT Security

As a result of the DoIT security assessment that was completed last year, BCCC has begun participating in a pilot "Incident Response" program that is being developed to help agencies build comprehensive incident response plans. The ITS team has been reviewing over the past few months the state-provided incident response framework with the DoIT team and developing an internal incident response plan that follows DoIT's guidelines. As part of the Incident Response planning work will be done to enhance preparedness related to the preparation, detection and analysis, containment, and eradication of issues that result from security incidents. This work will take place over the next several months, with the conclusion anticipated in June 2023.

During the week of June 6, a table-top exercise was conducted with DoIT from 1 pm to 4 pm, where BCCC IT team members were presented with cybersecurity incident scenarios and the responses to different events were discussed. Information from this exercise will be used to develop an incident response plan. The state shared additional federal and state resources that support incident response and will use input from different state agencies to develop additional resources to support state agencies.

July – September

Enterprise Resource Planning (ERP) Project

Project Status

The ERP implementation project is designated as a major information technology development project (MITDP). DoIT has been involved since the start of the project and plays an oversight role. As a MITDP project, a DOIT project manager is assigned and oversees the progress of the project. The College meets on a bi-weekly basis and provides monthly progress reports to the DoIT Project Manager, Dr. Josiah.

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT).

DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Green

ERP Contract Modification
BCCC submitted ERP contract modifications which were approved initially by the BCCC Board of Trustees and then approved by the Board of Public Works (BPW) on September 6. The key changes to the ERP contract are outlined below:

1. A RETROACTIVE modification to add additional funding to the base term of the contract to complete the implementation of system based on changes in the scope of work and modules,
2. A modification to extend the base-term of the contract by two-months to align with the executed contract,
3. A modification to decrease the original amounts for the option years,
4. BCCC exercising the first of three one-year renewal options, and
5. BCCC receiving delegated authority to exercise future renewal options without further Board of Public Works approval.

The College requested and received from BPW additional funding for the base term of the contract and for modifications to the base contract term and renewal amounts for each year approved by the Board of Public Works. Retroactive approval was requested for $530,000 of the modification amount of $698,289 to complete the implementation of the system. COVID had a major impact on the implementation timeline of the ERP system and the College did not anticipate sizeable personnel losses between 2021 to 2022 that caused significant delays to the implementation schedule of the system. Due to these reasons, additional time and material was required to retrain and implement upgraded modules to improve and minimize the impact on student services.

The modification included module upgrades (replacement of Analytics with Insights, and the inclusion of document management), HX integration and continuous maintenance, and additional professional services. The College has worked and coordinated with the Maryland Department of Information Technology on the recommended approach for the contract modification and delegation.

The College also requested and received from BPW approval to:

- Modify to the original term of the contract and renewal option terms and amounts. The contract term is being modified to match the original signed contract that was awarded back in 2020; this oversight was not noticed until preparing the agenda for this modification. The renewal option amounts per year have been reduced from what was previously approved.
- Exercise the remaining renewal options without bringing forth these requests to the Board each year. These renewal options will still be presented and approved by the College's Board of Trustees each year as required.

The Board of Trustees approved the ERP initial contract modification and the renewal of Year. #1 on May 17, 2023. This contract modification was approved by the Board of Public Works (BPW) on September 6, 2023.

FY 23 End of Year Reporting
A summary of the Project status at the end of FY 23 from the DoIT is included below.

"All core modules for the Banner ERP production system have been deployed. Additional enhancements were completed to the application's core configuration, including Financial Aid, HR, Student, Student Accounting, and Finance modules. In Q4 FY23, the project team completed testing, acceptance, and end user training of the HR Webtime reporting module, in addition to completing FMIS interface. development configurations for Vendors, Disbursements, and Journals integrations. Students, staff and faculty are using the core production system, and newly configured system enhancements are scheduled for user adoption in Q1 FY24."

An IT Project Request was completed and submitted to DoIT for FY 25 for the ERP project.

Student Module

Degree Works
Degree Works is a comprehensive academic advising, transfer articulation, and degree audit solution that is an additional module within the new ERP that helps students, and their advisors successfully negotiate your institution's curriculum requirements. With Degree Works, students are less likely to take courses they don't need and more likely to stay on a direct path to graduation.

Degree Works will support the College in the following ways:

- Better access to academic advice - The tool helps students negotiate the most effective path to graduation, ensuring that they spend less deciphering degree requirements and more time pursuing academic goals. The tool allows for: real-time advice and counsel, interactive "what if?" scenario planning, more transparent course and credit transfer and a clear path to graduation.
- Better Support for academic goals - Advisors and students collaborate on detailed educational plans, supporting a more successful outcome. Some of the outcomes include more personalized advising, improved retention and graduation rates, more transparent transfer articulation, clear and consistent degree plans, more timely degree certification.
- Better insight into research and reporting - Advising teams are empowered with information they need to provide personalized advice. Monitor progress toward degree completion and clearly indicate which course requirements have been met to help students stay on track. Features that support this in the new system include improved metrics on how courses are being used to fulfill requirements, audit tools help students stick to academic plans and fulfill financial aid requirements, robust analytical and decision support tools for institutional planning, invaluable aggregate information for planning future term course offerings and streamlined processes for more efficient cost management.

In July 2023, the second round of Degree Works training was conducted that included key College stakeholders.

In August 2023, the third and final round of training was conducted. Additional scribing work is underway for additional catalog years (2021, 2022, 2023, and 2024).

CRM Recruit

CRM Recruit is an application integrated to Banner for Prospective students and Online Application for Admissions. This application allows BCCC to capture student inquiries, events registrations and online applications for admissions and communicate with prospective and current students based on the communication plan configured in the system.

- Work is being done on revamping the current processes to capture application data and inquiries
- Expand the use of CRM Recruit in Workforce Development and Continuing Education

Workforce Development and Continuing Education (WDCE) Billing
- The Grants Accounting process is being implemented in Banner.
- All configuration and testing with WDCE and Student Accounting staff have been completed.
- Onsite training was conducted for staff on the week of June 27 – June 29.
- Additional support was scheduled for the week of August 31.

Payroll (Web-Time) Module
Staff continue submitting time in both MDTime (the legacy system) and Web-Time (payroll processing in Banner) during this transition period.

- The transition away from the legacy payroll system MDTime to the new Banner system Web-Time is scheduled for October 17.
- A comprehensive communication plan, training schedule, and FAQ materials have been developed by the HR/Payroll and ITS departments.

Finance
Some key Banner related updates for the Finance office are included below:

- The integration between FMIS and Banner for Journals files was tested and validated by FMIS, DoIT, and BCCC.
- End of Fiscal Year Processing Sessions were conducted.
- Budget Development Sessions were conducted.

ERP Challenges

Work continues on the three focus areas below that still need to be addressed as part of the ERP implementation:

- Data cleanup – Work continues to identify and prioritize data errors and inconsistencies that have surfaced in the production system. These issues will require input and feedback from functional offices to ensure the data in the system is accurate. Examples include student demographic and residency information that was migrated into the new system incorrectly that needs to be updated.

- Reporting – The College must regularly generate internal and external reports to support internal and external reporting that span all areas. As part of the contract modification that was approved this month, BCCC is implementing Ellucian Insights, a new Banner reporting, analytics, and dashboarding platform. Configuration and deployment of the Insights module will take place throughout the fall. Even with this reporting platform in place, there will be a need to create with input from different functional areas new reports to meet College needs. Examples of this include: the CC-3 report submitted to the Maryland Higher Education Commision (MHEC) that includes enrollment information for Workforce Development and Continuing Education (WDCE) that requires manual work to be done outside of the new ERP for the report to be generated because additional configurations need to be made to the new ERP to correctly capture the needed information.

- Cyclical operational procedures - Finally, the cyclical nature of college operations has presented challenges in implementing new processes in the new ERP system. Examples include finance year-end processing, budget development, and ensuring WDCE-specific configurations don't impact the financial aid disbursement process and tracking rules.

On September 6, 2023, the Board of Public Works (PBW) approved contract changes, approved by the BCCC Board of Trustees in May 2013. The contract changes included additional professional services for all functional areas will be put in place through November 30, 2023. Managed services consulting which provides ongoing operational support for the year or two post go-live when the project team is complete will be a crucial resource to support work in the challenge areas mentioned above after November 30, 2023.

Data Center Refresh Project

The setup of the new equipment for the data center refresh project (Phase 1) is complete and over 90% of production workloads are now running on the new hardware. Over the summer the network bandwidth between the Liberty Campus and BioPark was increased to support the redundant backup server, located at the BioPark campus. A comprehensive upgrade and migration plan for the College's core networking systems has been developed and tested. Phase 1 is expected to be completed during the fall.

Early planning for Phase 2 of this project has begun. This phase is focused on Disaster Recovery and Business Continuity and will create additional redundancy and enhance the speed of recovery from a disaster. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposed solution to the President and Board for funding and approval.

IT Operations

Client Services

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

Support/Maintenance

MEDIA SERVICES

Provided media equipment support and presentation/media equipment for:

- Merit Leadership
- MSP Orientation
- Howard University Bridges
- BCPS Middle School Summer Program Business CTE
- UBMS Closing Ceremony
- BCCC President's Forum & Professional Development (w/ Tier II help)
- New Student Orientation
- Town Hall Event for 7Th District Constituents
- Remembering the March on Washington 60 years.

IT HELPDESK

- Continuing work on Student, Faculty and Staff tickets. Since June 30, 2023:
    - Dispatch/Tier 1: Closed a total of 1946 Tickets, where 592 Tickets closed on first call, where 1386 were login/password/Account Locked issues
    - Tier 2: Closed 424 Tickets.
    - Tier 2: Prepared and Distributed 38 laptops.
- Operational Activities: Provided IT support at the Info Desk for the first week of the Fall 23 Term
- Workstation Initiatives/Security Office of Legislative Audits (OLA) related items review4

Projects

BCCC Classroom Projector Swap Project

A walkthrough was conducted with the contractor of all the rooms that will be receiving new projectors.

BCCC New Security System Project

Internal meetings were held to plan for the new ID Card for students, faculty and staff that will work with the new camera and door access security system. Work was performed on printers, cameras and templates to support the campus community.

HEERF Grant IT Hardware Procurement Project

- Worked on scope of work to obtain assistance in rolling out the new equipment to all of the labs.
- Worked on a deployment plan for new faculty/staff devices

New Cyber Security Lab Project

- Worked with facilities on the furniture for the new lab and room build out
- Procuring the equipment utilizing grant funds

IT Security

Over the summer, BCCC completed an initial draft of an internal incident response plan that follows DoIT's guidelines.

ITS continues to monitor quarterly employee IT Security Training completion and provides weekly compliance reports to Cabinet to help drive adoption.

October

Enterprise Resource Planning (ERP) Project

Project Status

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT). DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Green

Student Module

Degree Works
Degree Works is a comprehensive academic advising, transfer articulation, and degree audit solution that is an additional module within the new ERP that helps students, and their advisors successfully negotiate your institution's curriculum requirements. With Degree Works, students are less likely to take courses they don't need and more likely to stay on a direct path to graduation. Degree Works will support the College with better access to academic advice, better support for academic goals, and better insight into research and reporting.

In September work to scribe, or convert degree requirements into the 2019-2020, 2020-2021, 2021-2022, 2022-2023, 2023-24 catalogs in the Banner ERP system were completed.

Insights Reporting Module

Insights is the new reporting platform included in the recent contract modification that took effect in September 2023. Work has begun to set up the software environment as part of the implementation.

ERP Challenges

There are challenges that involve data cleanup, reporting and cyclical operational procedures that still need to be addressed as part of the ERP implementation.

Cabinet members had two in-person meetings with senior leadership from Ellucian to discuss challenges and to ensure College needs are being given adequate consideration.

Data Center Refresh Project

The data center refresh project (Phase 1) is over 90% complete, with the target completion of all production workloads to the new hardware by the end of the calendar year. During the weekend of September 29, the BCCC infrastructure team completed a major upgrade to bring core network infrastructure services up to date, which was approved by the Board last year and is part of Realignment Task #9.

Planning for Phase 2 of the data center refresh project is underway. This phase is focused on Disaster Recovery and Business Continuity and will create additional redundancy, enhance the speed of recovery from a disaster, and ensure that

BCCC's data in the Microsoft cloud is protected. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposal to the President and Board for funding and approval.

IT Operations

Client Services

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

Support/Maintenance

Media Services
Provided media equipment support and presentation/media equipment for:

- The 101 Class
- LMC Meeting
- Parent Orientation
- Student Life Event
- P-Tech Dunbar Steering Committee
- Healthy Neighborhoods

IT Helpdesk
Continuing work on Student, Faculty and Staff tickets. Since June 30, 2023:

- Dispatch/Tier 1: Closed a total of 747 Tickets, where 301 Tickets closed on first call, and 660 were login/password/Account Access issues
- Tier 2: Closed 267 Tickets.
- Tier 2: Prepared and Distributed 17 laptops.

Operational Activities: Continued to provided IT support at the Info Desk for the first week of the Fall 23 Term

Projects

HEERF Grant IT Hardware Procurement Project

- Working to get a room schedule to support planning for new technology setup in classrooms and labs
- Began to distribute to staff workplace setups

New Cyber Security Lab Project

- Procuring the equipment utilizing grant funds
- Walkthrough of New Lab Buildout

IT Security

ITS continues to monitor quarterly employee IT Security Training completion and provides weekly compliance reports to Cabinet to help drive adoption.

November

Enterprise Resource Planning (ERP) Project

Project Status

BCCC (Baltimore City Community College) is currently at an overall green status from the State's Department of Information Technology (DoIT). DoIT has provided additional information on the monthly health status of the project, which includes the following criteria:

#	Criterion	Description	Status
1	Scope	Work content and products of the project	Green

#	Criterion	Description	Status
2	Schedule	Listing of project milestones, activities, and deliverables	Green
3	Risks	Uncertain events or conditions that can positively or negatively affect project objectives	Green
4	Quality	Project conformance with performance requirements	Green
5	Resources	Necessary assets needed to carry out project tasks	Green
6	Cost	Cash value of project activity	Green

Student Module

Degree Works

Degree Works is a comprehensive academic advising, transfer articulation, and degree audit solution that is an additional module within the new ERP that helps students, and their advisors successfully negotiate your institution's curriculum requirements. With Degree Works, students are less likely to take courses they don't need and more likely to stay on a direct path to graduation. Degree Works will support the College with better access to academic advice, better support for academic goals, and better insight into research and reporting.

In October, roll out planning was started to make the tool more broadly available to the campus community. That work is in progress with a tentative soft launch with the Records and Registration department planned for mid-January.

Insights Reporting Module

Insights is the new reporting platform included in the recent contract modification that took effect in September 2023. Work has begun to set up the software environment as part of the implementation.

In October, the project started with a kick-off call with BCCC IT, functional area and Ellucian resources. Currently Ellucian and BCCC IT department are working on technical configurations to get ready for implementation.

For November, sessions are being planned to configure the Insights reporting tool, train staff on using the tool and plan for the tool launch.

ERP Challenges

There are challenges that involve data cleanup, reporting and cyclical operational procedures that still need to be addressed as part of the ERP implementation.

ERP Gaps and needs sessions were held with different cabinet areas including Finance and Administration and Institutional Research to identify existing ERP related gaps and the support needed to remediate these gaps.

Data Center Refresh Project

The data center refresh project (Phase 1) is over 90% complete, with the target completion of all production workloads to the new hardware by the end of the calendar year.

Planning for Phase 2 of the data center refresh project is underway. This phase is focused on Disaster Recovery and Business Continuity and will create additional redundancy, enhance the speed of recovery from a disaster, and ensure that BCCC's data in the Microsoft cloud is protected. ITS is exploring modern Disaster Recovery as a Service options (DRaaS) and will present a proposal to the President and Board for funding and approval.

IT Operations

Client Services

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

Support/Maintenance

- Media Services: Provided media equipment support and presentation/media equipment for:
  - Cabinet Strategic Planning Retreat
  - National Coming Out Day Trivia
  - Hispanic Heritage Festival
  - Ashburton Community Event
  - BCPS Professional Development
  - College Bound
  - Healthy Homes Summit
  - Healthy Neighborhoods
  - Breast Cancer Awareness
  - PTech Dunbar Steering
  - Open House Event
- IT Helpdesk
  - Continuing work on Student, Faculty and Staff tickets. Since October 2, 2023:
    - Dispatch/Tier 1: Closed a total of 664 Tickets, and 518 were login/password/Account Access issues
    - Tier 2: Closed 194 Tickets.
    - Tier 2: Prepared and Distributed 5 laptops.
  - Operational Activities: Continued to provided IT support at the Info Desk for the first week of the Fall 23 Term

Projects

- HEERF Grant IT Hardware Procurement Project
  - Still receiving equipment
  - Working with Vendor to roll out projectors
  - Continuing to distribute equipment to staff
  - Continuing to roll out lab equipment
- New Cyber Security Lab Project
  - Procuring the equipment utilizing grant funds
  - Working to install Smartboards

IT Security
ITS continues to monitor quarterly employee IT Security Training completion and provides weekly compliance reports to Cabinet to help drive adoption.

Exhibits: 09.01 ERP Engagement and Training Sessions
09.02 President's Forum IT Update, August 2023

REALIGNMENT TASK 10

"Develop or sell all unused or underutilized real estate, including the Inner Harbor Site."
Office of the President

January – March

The bid documents regarding the project to demolish the Bard Building and create green space are ready and will go out as soon as a Right of Entry Agreement is executed by all necessary parties. Construction is on schedule to start in June, 2023.

April

The project was posted to eMMA, the State of Maryland's online procurement platform, for bidding. A pre-bid meeting attended by eight individuals representing three potential bidders was held onsite on April 5th and bids are due on April 26th. Construction/demolition is scheduled to start in July, 2023.

May

Bids were received for the Bard building demolition/construction project and the low bidder was Berg Corporation, with a bid amount of $4.2 million. DGS is working on preparing the contract for award and expects to present it to the Board of Public Works for approval in June 2023.

June

The winning bid, submitted by Berg Corporation, is before the Department Procurement Review Board (DPRB) for preliminary approval before going onto the Board of Public Works' agenda for final approval on July 19.

July – September

Berg Corporation is proceeding with demolition of the Bard building in the Inner Harbor. Demolition is scheduled to be completed by July, 2024. The site will house the Center for Innovation, which is being planned with the assistance of a consultant, Robert Asbury from Noelker and Hull, who is working on a program document.

The pavilions across the street from the College's Liberty Heights campus are being re-purposed. The West Pavilion is currently housing IT but is being evaluated for future opportunities. The South Pavilion is being utilized by the Workforce Development and Continuing Education division for both classes and office space. The College has requested funds in the capital budget to demolish the North pavilion.

November

The Bard demolition is on schedule to be completed by July 2024. BCCC is in the preliminary planning stage for the new Center for Innovation and the option to request state funding to construct 150,000 square feet on the site.

REALIGNMENT TASK 11

"Identify barriers in State or local laws or regulations that impede the ability of BCCC to operate efficiently and effectively, including procurement and capital construction projects."
Office of the President

January – March

As an agency of the state, the College is required to submit many reports to the state and to provide impact statements regarding all proposed legislation that could affect the College. In addition, the legislature imposes on BCCC the requirement that it submit Legislative Reports to various committees. As a result, the College spends a great deal of time responding to mandatory reporting requirements, thereby reducing the time and energy available for day-to-day operations. At some point, the College will request that the requirement cease for Realignment Reports to be submitted to the State as the tasks and activities become fully integrated into the operations and structure established for BCCC. The College has provided substantial evidence that the institution had modified it operational functions to the extent that the Realignment requirements are adequately integrated into its infrastructure.

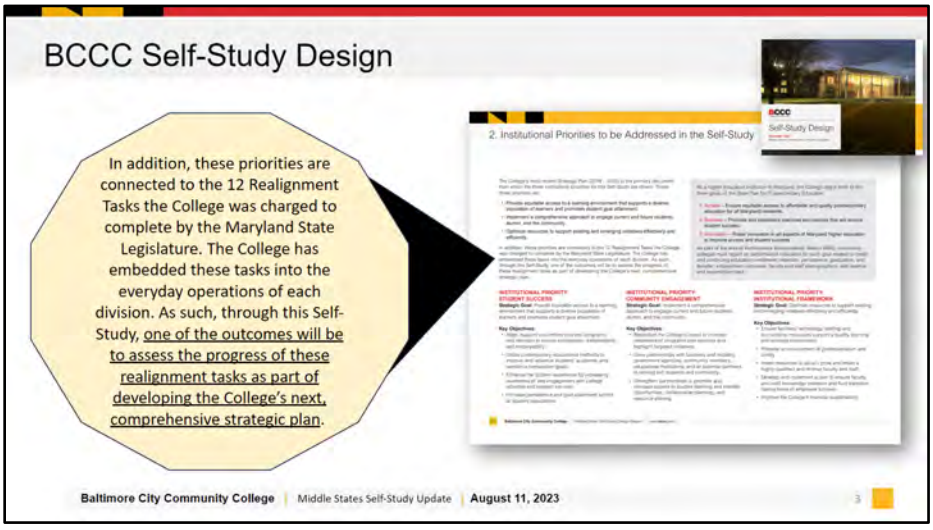
REALIGNMENT TASK 12

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

January – December

BCCC is preparing for its comprehensive evaluation (Self-Study) by its regional accreditor in the spring of 2024. One of the outcomes of the Middle States Commission on Higher Education (MSCHE) Self-Study is the

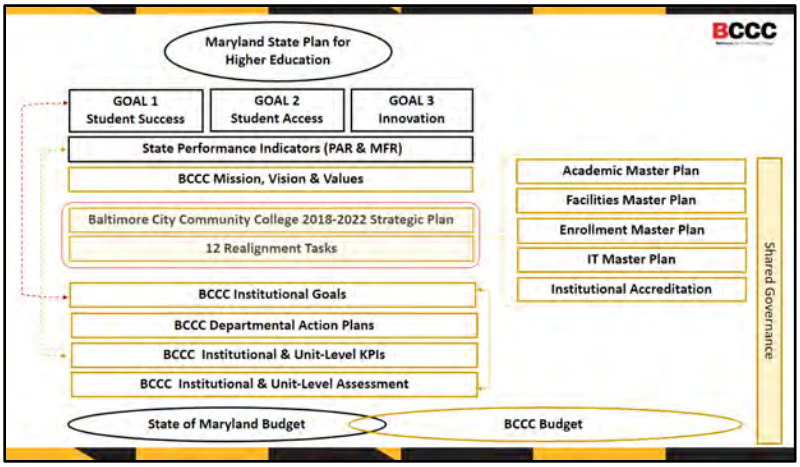
development of the College's 2024-2029 Strategic Plan. The College is aligning the various institutional planning efforts, including the Middle States Standards and the 12 Realignment Tasks, into the Plan to create greater efficiencies, strengthen effectiveness and leverage resources.



Source: BCCC Middle States Commission on Higher Education Faculty & Staff Update August 2023

The 2024-2029 Strategic Plan will support the three goals of the current (2022) *Maryland State Plan for Higher Education*. Each State goal highlights recent initiatives and current challenges higher education in Maryland faces and provides several priorities to address those challenges.

1. Access – Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.
2. Success – Promote and implement practices and policies that will ensure student success.
3. Innovation – Foster innovation in all aspects of Maryland higher education to improve access and student success.



Source: Office of Institutional Effectiveness presentations to faculty and staff August-December 2023.

In July 2023, BCCC selected CREDO to serve as a skilled partner to help develop and implement the 2024-2029 Strategic Plan. Strategic planning efforts will leverage the existing strategic planning resources to reignite a culture of planning. CREDO is a data-informed, action-oriented planning firm from Whitsett, North Carolina. The firm understands BCCC's need for flexibility, nimbleness, realignment, and the engagement of community. CREDO is well equipped to bring a new

energy to the institution's planning process. Credo's dynamic expert team will help guide BCCC to a place of sustained transformation, driven by a renewed culture of planning which will:

- Result in a campus-owned, Credo-supported, action-oriented plan.
- Nurture a culture of planning rather than define an episode of planning.
- Guide plans that are KPI-aligned and measurable at all levels; and
- Build campus capacity for strategic action while offering increased accountability toward goals.

25+	3	100+	500	500K+
Years of Experience w/ Colleges & Universities	Areas of Focus: Strategy, Student Success, Space & Place	Campus Engaged Engaged Each Years	Higher Education Clients Since 1955	Students Positively Impacted

Planning Timeline & Framework:

September 2023 through September 2025

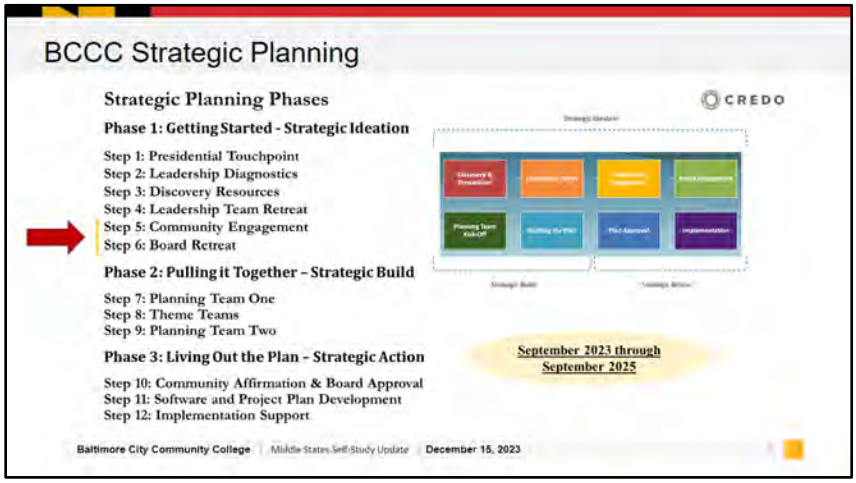
BCCC Strategic Planning Phases

Phase 1: Getting Started - Strategic Ideation:
Step 1: Presidential Touchpoint
Step 2: Leadership Diagnostics
Step 3: Discovery Resources
Step 4: Leadership Team Retreat
Step 5: Board Retreat
Step 6: Community Engagement

Phase 2: Pulling it Together – Strategic Build:
Step 7: Planning Team One
Step 8: Theme Teams
Step 9: Planning Team Two
Phase 3: Living Out the Plan – Strategic Action:
Step 10: Community Affirmation & Board Approval
Step 11: Software and Project Plan Development
Step 12: Implementation Support

Strategic Plan Development & Implementation
The College is in Phase1: Step 5 & Step 6 of the 2024-2029 Strategic Plan process. President McCurdy, Cabinet and the planning consulting firm participated in a two-day retreat, October 10-11, 2023, to establish the framework for college-wide planning which will occur over two years. The Boad of Trustees held their strategic planning session December 20, 2023, and the Community Engagements will convene in January 2024. All faculty and staff will participate in the development of the institutional/departmental goals and objectives. Participants will also review/update the College's mission, vision and values which were last comprehensively

reviewed by faculty and staff and approved by the Board of Trustees in 2017. Student and community partners will also participate in the upcoming stakeholder engagements. The firm will provide plan development, implementation, and operational support over two years.

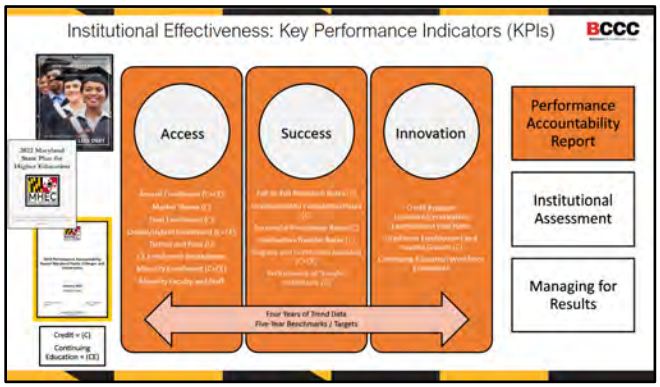


Source: OIIERP presentation to Faculty Senate December 15, 2023.

Measuring & Managing Impact

In addition to the Maryland State Plan for Higher Education and the legislatively mandated 12 Realignment Tasks, the College is committed to aligning its Plan with the Maryland Higher Education Commission's key performance measures (Performance Accountability Report), Maryland Department of Budget Management's performance indicators (Managing for Results Report), and Middle States Commission on Higher Education Self-Study Standards.

The Board of Trustees approved the College's annual 2023 Performance Accountability Report (PAR) on September 20, 2023, which was presented for approval by the Vice President of Institutional Effectiveness, Research & Planning. The PAR outlines the institution's performance against its Key Performance Indicators (KPIs).



Source: Middle States/KPI presentations to faculty and staff August-December 2023.

To ensure sustainability and transparency, the College is vetting a software solution to manage strategic and operational planning and assessment. BCCC is in the preliminary phase of identifying potential commercial planning and assessment software solutions. A vetting process to evaluate and select a software solution will launch during professional development sessions in January 2024 and begin engaging stakeholders responsible for planning and assessment.

This software will be used across the college to support and document progress towards achieving departmental/programmatic and institutional goals. The strategic plan will align with the budget process and cascade down to the unit/department/program/individual levels. The tool will make the institutional and unit-level goals, objectives, and outcomes accessible to faculty and staff in the spirit of shared governance, transparency, and evidence-based decisions.

Software Application Decision Matrix

division	feature	historic software	vendor_1	vendor_2	vendor_3	vendor_4	vendor_5	vendor_6	vendor_7	vendor_8
Academy	Clinical/Internship Placement (or Integration)	*no*			no	no		no		yes
Academy	Course Catalog (or integration - Acalog)	*no*			yes	no		no		yes
Academy	Course Evaluation (or integration - Course Eval. & Surveys)	*no*			yes		yes	no		yes
Academy	Curriculum Management (or Integration - Curriculog?)	*no*			yes	yes		no		yes
Academy	LMS Integration (Canvas)	*no*		yes	yes	yes	yes	no	yes	yes
Academy	Program Review & Evaluation	*no*	yes	yes	yes	yes	yes	yes	yes	yes
Academy	Student Portfolio (or Integration)	*no*			yes	yes	yes	no		yes
Academy	Syllabus Management (or Integration)	*no*			yes	no	yes	no		yes
HR	Faculty/Employee Portfolio (or Integration)	*no*	yes	yes	yes	no	yes	no	yes	yes
IERP	Data Analysis	*no*	yes	yes	yes	no	yes	yes	yes	yes
IERP	Data Query and Export (.csv)	*yes*			yes	yes	yes	yes	yes	yes
IERP	Non-Academic Assessment	*yes*	yes	yes	yes	no	yes	yes	yes	yes
IERP	Programmatic Accreditation	*no*	yes	yes	yes	no	yes	yes	yes	yes
IERP	Regional Accreditation	*no*	yes	yes	yes	no	yes	yes	yes	yes
IERP	Strategic Planning	*yes*	yes	yes	yes	no	yes	yes	yes	yes
ITS	HECVAT documentation provided									
ITS	Single Sign-On using SAML (preferably Azure AD)	*no*			yes		yes		yes	yes
ITS	SOC II Type 2 Audit documentation provided									
ITS	Software as a Service	*yes*	yes		yes		yes	yes		yes
ITS	Student Information System Integration	*no*	no	no	yes	no	yes	no	yes	yes
ITS	VPAT documentation provided									
Student Affairs	Learning Placement Integration (ACCUPLACER)	*no*			yes	no		no		
Student Affairs	Student Success (or integration)	*no*			yes	no		yes	yes	yes
	23	*4*	**8**	**8**	**19**	**5**	**15**	**9**	**12**	**19**
	"yes" rate:	*17%*	**35%**	**35%**	**83%**	**22%**	**65%**	**39%**	**52%**	**83%**
	preliminary meeting/demo	*NA*	2023-09-27	2023-06-27	2023-09-21	2023-08-24	2023-12-15	2023-04-04	2023-08-18	2023-08-23
	product specialist meeting/demo	*NA*	2023-11-14	NA	2023-10-16	NA	2023-12-15	NA	2023-10-04	2023-09-01
	follow-up meeting/demo	*NA*	NA	NA	2023-11-02	NA	2023-12-18	NA	2023-10-19	2023-10-12
	key stakeholder demo	*NA*	NA	NA	NA	NA	scheduling	NA	scheduling	scheduling
	institutional demo	*NA*	NA	NA	NA	NA		NA		

Exhibits:
- 12.01 BCCC Middle States Commission on Higher Education Self-Study Design
- 12.02 Board of Trustees Meeting September 20, 2023 – President's Update
- 12.03 Credo Leadership Engagement for Strategic Planning
- 12.04 Credo Board of Trustees Engagement for Strategic Planning

EXHIBITS

09.01 ERP Engagement and Training Sessions
09.02 President's Forum IT Update, August 2023

12.01 BCCC Middle States Commission on Higher Education Self-Study Design
12.02 Board of Trustees Meeting September 20, 2023 – President's Update
12.03 Credo Leadership Engagement for Strategic Planning
12.04 Credo Board of Trustees Engagement for Strategic Planning

EXHIBIT 09.01 ERP Engagement and Training Sessions

Training Period	Title of Training
Week of August 29, 2022	Faculty Self Service Training Pop-Ups
	Faculty Self Service Training Pop-Ups
	Registrar Session
	Faculty Self Service Training Pop-Ups
	Faculty Self Service Training Pop-Ups
	Workforce Courses in Canvas
Week of September 5, 2022	CRM Recruit - Managing Opportunity Recruitment and Goals
	CRM Recruit Follow Up: Hobson/Connect Data Import
	CRM Recruit - Consultant Facilitation #5
Week of September 12, 2022	CRM Recruit - Managing Communications
	Banner Exemptions Meeting
	WDCE Banner Training
	National Clearinghouse Follow-Up
	Banner Training
	Experience - Admin Training
	Managing Delivered Imports
	Faculty Self Service Pop-Ups
	Banner Faculty Training
	Banner Advisor Training
	CRM Recruit - Consultant Facilitation #6
	Registrar Session
	Faculty Self Service Pop-Ups
Week of September 19, 2022	Degree Works Decision Planning Workshop (BCCC Onsite)
	Experience - Content Planning
	Research Accounting and Grants Billing Demo
	Degree Works Decision Planning Workshop (BCCC Onsite)
	Degree Works Decision Planning Workshop (BCCC Onsite)
	Form Fusion / Purchase Order Test and Documentation
	Experience - Content Planning/Functional Configuration
	Faculty Self Service Pop-Ups
	Banner Faculty Training
	Banner Advisor Training
	Registrar Session
	Faculty Self Service Pop-Ups
Week of September 26, 2022	WDCE - Part of Term & Section & Attendance Testing
	WDCE Attendance Reporting
	Testing “Week at a Glance” Functionality
	CRM Recruit - Recruit Training: Communication Plans
	Faculty Self Service Pop-Ups
	Faculty Self Service Pop-Ups
	Faculty Self Service Pop-Ups
	Faculty Self Service Pop-Ups
	Enrollment Query Session

Training Period	Title of Training
	Faculty Self Service Pop-Ups
	Degree Works Decision Planning Follow Up
	Registrar Session
	Faculty Self Service Pop-Ups
Week of October 3, 2022	Faculty Self Service Pop-Ups
	Degree Works - Baltimore City Community College - Technical Training I
	Faculty Self Service Pop-Ups
	WDCE Session
	Faculty Self Service Pop-Ups
	Degree Works - Baltimore City Community College - Technical Training I
	Experience Toolkit Workshop
	Faculty Self Service Pop-Ups
	Credit Catalog Challenges
	Faculty Self Service Pop-Ups
	Degree Works - Baltimore City Community College - Technical Training I
	Faculty Self Service Pop-Ups
	Degree Works - Baltimore City Community College - Technical Training I
	Registrar Session
Weekly of October 10, 2022	CRM Recruit - Recruit Training: Email Service (Spark post or SFMC)
	WDCE Session
	CRM Recruit - Consultant Facilitation #7
	Degree Works Scribe Weekly Meeting
	Faculty Self Service Assistance
	Registrar Session
Week of October 17, 2022	Ellucian Experience Toolkit Workshop
	CRM Recruit - Managing Decisions on the Constituent Experience
	Post Go-Live Weekly Check-In Meeting
	WDCE Session
	Ellucian Experience Toolkit Workshop
	Budget Verification in TEST
	Ellucian Experience Toolkit Workshop
	CRM Recruit - Recruit Training: Managing Travel and Events
	Banner Advisor Student Profile Decisions
	eTranscripts Service Prep Call
	Ellucian Experience Toolkit Workshop
	Banner FI Standing Meeting
	Discussion for Prep for BCCC Research Accounting Sessions
	Ellucian Experience Toolkit Workshop
	Registrar Session
	CRM Recruit - Consultant Facilitation #8
	Student Lifecycle and Student Self Service Banner Training
Week of October 24, 2022	Post Go-Live Weekly Check-In Meeting
	CRM Recruit - Managing Dashboards and Reports
	WDCE Session

Training Period	Title of Training
	Banner FI Standing Meeting
	WebTime Entry
	Registrar Session
	CRM Recruit - Consultant Facilitation #9
Week of October 31, 2022	Post Go-Live Weekly Check-In Meeting
	CRM Recruit - End to End Walkthrough
	WDCE Session
	Payroll Topics
	WDCE Discussion
	Non-Production eTranscripts Test (Technical)
	CRM Recruit - End to End Walkthrough
	eTranscripts Client Facing Knowledge Transfer (Functional)
	Banner/FMIS Integration: Vendors
	Banner FI Standing Meeting
	Registrar Session
	Payroll Topics
	Banner/FMIS Integration: Vendors
	CRM Recruit - Consultant Facilitation #10
Week of November 7, 2022	CRM Recruit - User Acceptance Testing Working Session
	Research Accounting and Proposal - Day 1 - Morning
	Post Go-Live Weekly Check-In
	Research Accounting and Proposal - Day 1 - Afternoon
	CWS Payroll and Banner
	WDCE Session
	Research Accounting and Proposal - Day 2 - Morning
	Research Accounting and Proposal - Day 2 - Afternoon
	WDCE Discussion (Follow Up)
	Research Accounting and Proposal - Day 3 - Morning
	Research Accounting and Proposal - Day 3 - Afternoon
	Registrar Session
	CRM Recruit - User Acceptance Testing Working Session
	CRM Recruit - User Acceptance Testing Working Session
Week of November 14, 2022	CRM Recruit - Phase 2 Production Readiness Review and Integration Verification
	Post Go-Live Weekly Check-In
	WDCE Session
	CRM Recruit - Phase 2 Go/No Go Decision Call
	Banner/FMIS Integration: Vendors
	HR: WebTime Entry Payroll Questions
	Grants Accounting Follow Up Meeting
	WDCE CRM Recruit Support (Action Items)
	Banner FI Standing Meeting
	Registrar Session
	Budget Pooled vs Line-Item Discussion
	TD Client ISE Job Templates and Configuration Meeting #1

Training Period	Title of Training
Week of November 21, 2022	Post Go-Live Weekly Check-In Meting
	Grants Accounting: Document Process
	WDCE Session
	Never Attended Process Meeting
	CRM Recruit Phase 2 - Go-Live Support
Week of November 28, 2022	Post Go-Live Weekly Check-In Meting
	CRM Recruit - Communications Enablement
	Grants Accounts
	Confirm Execution of Budget Checking by Budget Pool in Production
	WDCE Session
	CRM Recruit Phase 2 Go-Live Support
	HX Question
	Banner FI Standing Meeting
	Student Advisor Profile Resolution Confirmation
	Registrar Session
	WDCE Discussion (Follow Up)
Week of December 5, 2022	Post Go-Live Weekly Checki-In Meeting
	WDCE Session
	WebTime Entry Readiness
	CRM Recruit Phase 2 Go-Live Support
	Banner FI Standing Meeting
	Registrar Session
Week of December 12, 2022	WDCE Session
	Research Accounting and Proposal Consulting - Day 1 Morning
	Research Accounting and Proposal Consulting - Day 1 Afternoon
	Post Go-Live Weekly Check-In Meeting
	Research Accounting and Proposal Consulting - Day 2 Morning
	Banner Communication Manager Kickoff
	Faculty N/A Reporting Training (2 Sessions)
	Banner Never Attended Training in Banner
	Research Accounting and Proposal Consulting - Day 3 Morning
	Banner FI Standing Meeting
	Registrar Session
	Research Accounting and Proposal Consulting - Day 3 Afternoon
	Grants Process Documentation Follow Up
Week of December 19, 2022	Post Go-Live Weekly Check-In Meeting
	Never Attend Reporting Reports
	WDCE Session
Week of January 2, 2023	Banner Communication Management (BCM) Session
	ADAP / Email Technical Issues - Banner/AD
	eTranscripts Testing Discussion
	HR Consulting Support
	Banner Communication Management (BCM) Session
	Registrar Session

Training Period	Title of Training
	Payroll Processing in PROD
Week of January 9, 2023	WDCE Session
	Payroll Processing
	WDCE Review Configurations
	Payroll Processing
	Baner HR Session
	Degree Work Scribe Materials
	Payroll Processing
	Registrar Session
Week of January 16, 2023	1098T Processing
	1098T Processing
	1098T Processing
	Data Discrepancies Discussion
	Banner HR Session
	Discuss NSC Secure Print Delivery Options
	Registrar Session
Week of January 23, 2023	Banner Communication Manager Follow-up with Technical Team
	WDCE Session
	Banner Communication Manager for WDCE
	Banner Communication Manager for Student Affairs
	Grants Accounting Follow-Up Meeting
	Process Discussion: Contract Process for Adjunct Faculty and Contractual Employees
	Banner HR Session
	Registrar Session
	Banner Communication Manager for Student Accounting
	Banner Communication Manager for HR/ Payroll
Week of January 30, 2023	WDCE Session
	Discussion on Insights Reporting
	Grants Accounting Follow-Up with Rick Gerry
	Adjunct Faculty & Contract Employee Process
	Banner HR Session
Week of February 6, 2023	Build New Budget Rule Code
	WDCE Meetings
	WDCE Meetings
	Banner HR Session
	Registrar Session
Week of February 13, 2023	WDCE Session
	Degree Works: Registrar's Action Items
	Review of Student AR Process for 2023 1098T
	Banner HR Session
	Registrar Session
Week of February 20, 2023	WDCE Session
	Banner HR Session
	Registrar Session

Training Period	Title of Training
Week of February 27, 2023	WDCE Follow-Up
	Reserving for Ellucian HX Turnover
	Banner HR Session
Week of March 6, 2023	WDCE Session
	Grants Accounting Process Map Feedback and Action Items Update
	Curriculum Review Session
	Experience Go-Live Readiness Planning
	Contract Employee Process in Banner HR
	Banner HR Session
Week of March 13, 2023	Discuss Adjunct Faculty in Banner
	ADAP Additional Support
	Banner HR Session
Week of March 20, 2023	Banner HR Session
Week of March 27, 2023	Production: Research Accounting Rule and Validations Buildout
	Banner HR Session
Week of April 3, 2023	WDCE - Full Demonstration
	Planning Session to Transition from MDTime
Week of April 10, 2023	Managing Year-End GASB System Education & Consulting Day 1 Morning
	Year-End GASB System Education & Consulting Day 1 Afternoon
	Managing Year-End GASB System Education & Consulting Day 2 Morning
	Managing Year-End GASB System Education & Consulting Day 2 Afternoon
	Managing Year-End GASB System Education & Consulting Day 3 Morning
	Managing Year-End GASB System Education & Consulting Day 3 Afternoon
Week of April 17, 2023	Registrar Sessions
Week of April 24, 2023	Registrar Sessions
Week of May 1, 2023	Degree Works Training #1 Week #1
	Degree Works Training #1 Week #1
	Degree Works Training #1 Week #1
	Registrar Sessions
	Degree Works Training #1 Week #1
	Banner SaaS Cloud Support
Week of May 8, 2023	Degree Works Training #1 Week #2
	BCCC Duplicate PIDM
	Degree Works Training #1 Week #2
	Degree Works Training #1 Week #2
	Duplicate PIDM Follow-Up
Week of May 15, 2023	Registrar Sessions
	Degree Works Weekly Support
Week of May 22, 2023	Duplicate PIDM Follow-Up
	Registrar Sessions
	Banner Finance Consulting
Week of May 29, 2023	Banner Finance Consulting
	Banner Finance Consulting
	Banner Finance Consulting

Training Period	Title of Training
	Registrar Session
	Banner Finance Consulting
	Banner Finance Consulting
Week of June 5, 2023	AR and Finance Consulting
	AR and Finance Consulting
	Registrar Sessions
	Fiscal Year End Processing in TEST environment
	Student AR and Finance Consulting
	Degree Works Support
	PROD to Clone
	Fiscal Year End Processing in TEST Session 3
Week of June 12, 2023	Finance Consulting
	Student AR and Finance Consulting
	Degree Works Support
Week of June 19, 2023	Degree Works Support
Week of June 26, 2023	Review Draft Proposal
	Student AR Training
	Student AR Training
	WDCE Training
	WDCE Training
	Fiscal Year-End Processing
	WDCE Training
	Student AR Training
Week of July 3, 2023	Continuation of Fiscal Year-End Processing
	Ellucian Overages
Week of July 10, 2023	Continuation of Fiscal Year-End Processing
	Financial Aid Consulting
	Financial Aid and Student Consulting
Week of July 17, 2023	Degree Works Training #2
	Degree Works Training #2
	Degree Works Training #2
	Degree Works Training #2
	Finance Budget Development including SSB
Week of August 21, 2023	CRM Recruit: SPAM Filtering Meeting
	SPAM Filter Adjustment - Working Session 1
	Financial Aid Meeting with Ellucian
	SPAM Filter Adjustment - Working Session 3
	SPAM Filter Adjustment Working Session 4
Week of August 28, 2023	Testing Banner Configuration Changes
Week of September 11, 2023	Banner Reporting Working Sessions
	Pell Disbursement Session
	Student Module Session
	Repeated Coursework Session
	Banner Configuration Session

Training Period	Title of Training
Week of September 18, 2023	Banner Configuration Session
	FISAP Session
	Pell Disbursement Session
Week of September 24-30, 2023	Financial Aid Reconciliation Session
	Banner Configuration Sessions
Week of October 2, 2023	Banner Configuration Sessions
	R2T4 Financial Aid Session
	Financial Aid Session
	Banner Configuration Sessions
Week of October 16, 2023	Banner Configuration Sessions
	Financial Aid Non-Degree Rules
	Banner HR Sessions
Week of October 23, 2023	Banner Configuration Sessions
Week of October 30, 2023	Insights Reporting Module Session
Week of November 5, 2023	Insights Reporting Module Session
	Budget Development Training Session
Week of November 13, 2023	Banner Configuration Sessions
	Budget Development Training Sessions
	Insights Reporting Module Sessions
Week of November 27, 2023	Insights Reporting Module Session
Week of December 11, 2023	Insights Reporting Module Session

EXHIBIT 09.02 President's Forum IT Update, August 2023

Information Technology Updates President's Forum Fall 2023

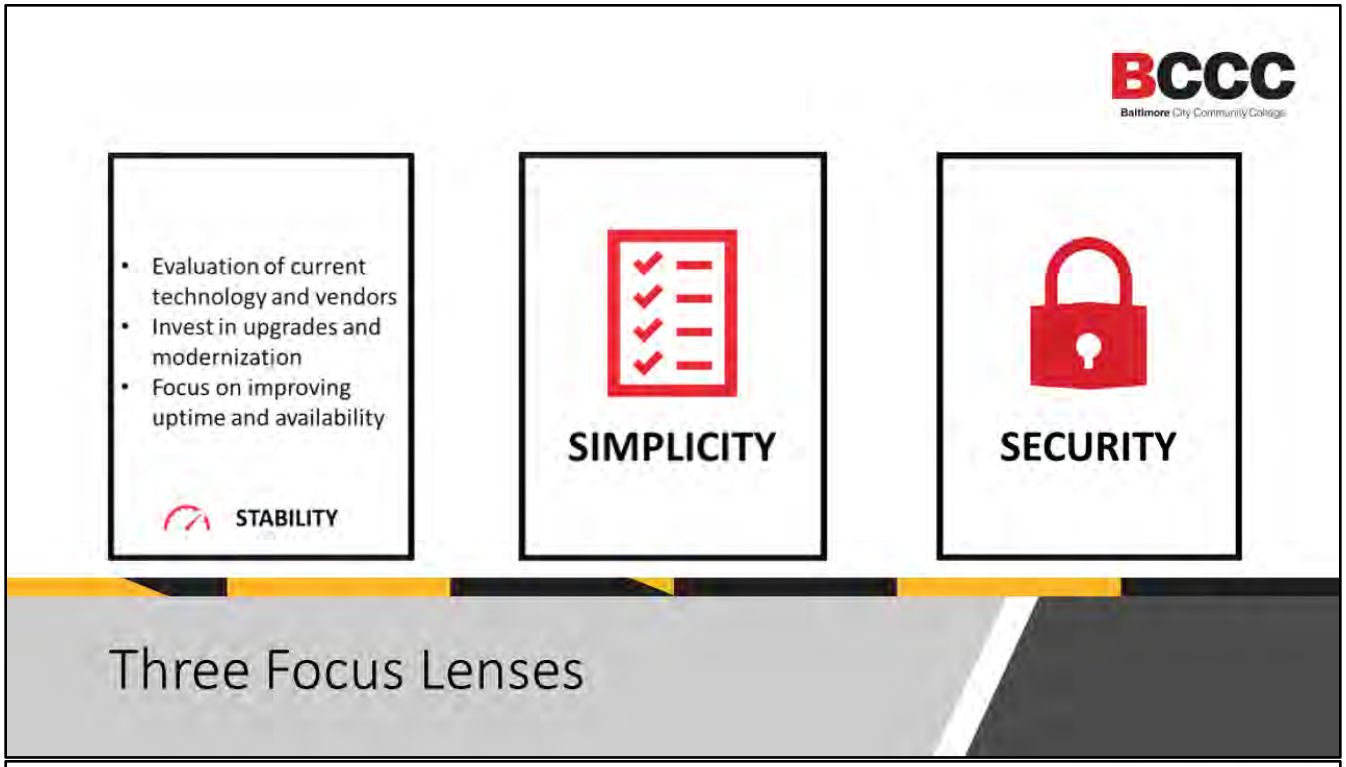
BCCC
Baltimore City Community College

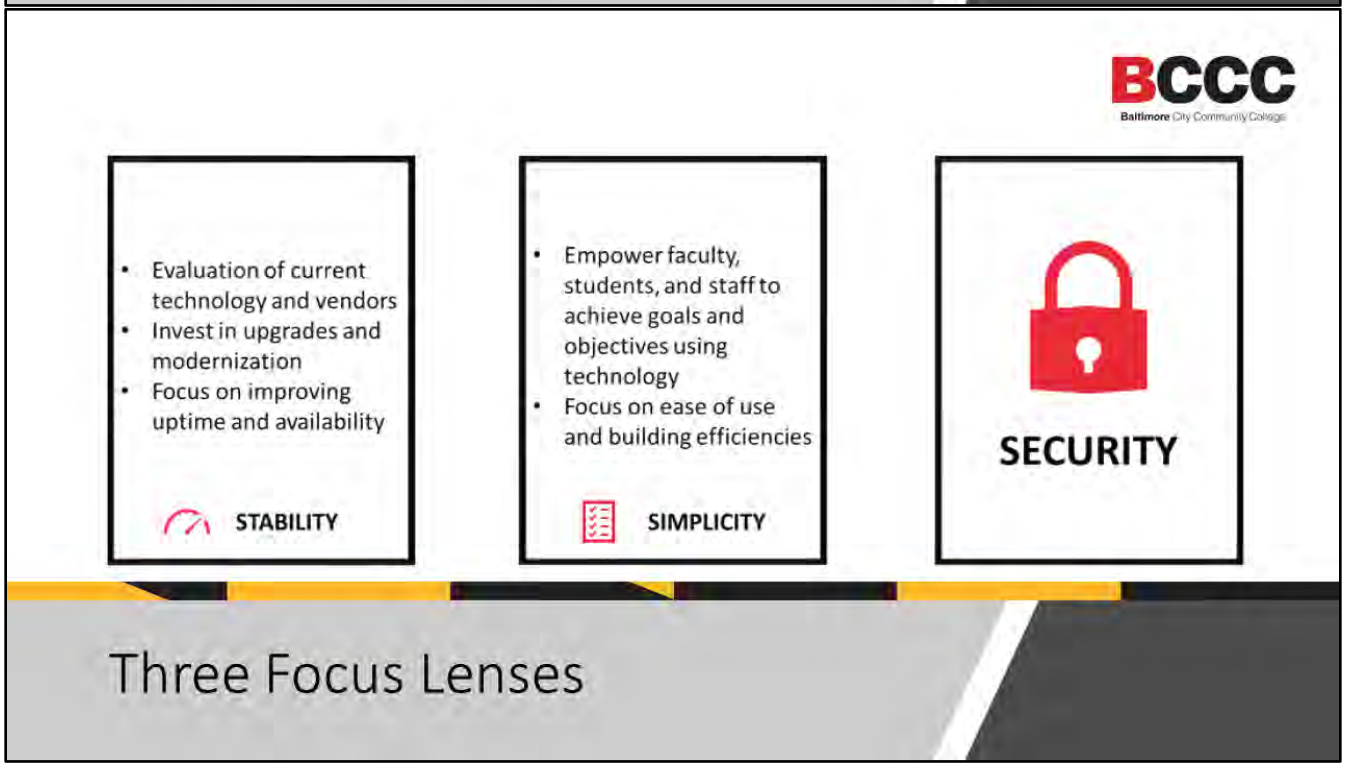
Peter Farrell, Deputy CIO

Date: August 10, 2023

BCCC
Baltimore City Community College

Three Focus Lenses


BCCC
Baltimore City Community College
Evaluation of current technology and vendors
Invest in upgrades and modernization
Focus on improving uptime and availability
STABILITY
SIMPLICITY
SECURITY
Three Focus Lenses


BCCC
Baltimore City Community College
Evaluation of current technology and vendors
Invest in upgrades and modernization
Focus on improving uptime and availability
STABILITY
Empower faculty, students, and staff to achieve goals and objectives using technology
Focus on ease of use and building efficiencies
SIMPLICITY
SECURITY
Three Focus Lenses

BCCC
Baltimore City Community College
Evaluation of current technology and vendors
Invest in upgrades and modernization
Focus on improving uptime and availability
STABILITY
Empower faculty, students, and staff to achieve goals and objectives using technology
Focus on ease of use and building efficiencies
SIMPLICITY
Cybersecurity threats are growing at an exponential rate
Implement industry best practices to improve BCCC's security posture and protect our data
SECURITY
Three Focus Lenses
ERP Update

Ongoing / Upcoming Work

- Degree Works
- Ellucian Insights
- Document Management
- WDCE Student Accounts Receivable
- Human Resources / Payroll
- Ellucian Experience – new BCCC portal coming soon!
- Automation of manual processes
- Communication Management tool

STABILITY
SIMPLICITY
SECURITY

Celebrate Successes

- 2022-2023 has been a period of significant and formative transformation for BCCC
  - All core Banner modules are live!
  - Complete overhaul of daily operational processes for:
    - Financial Aid
    - Records
    - Advising
    - Academic Leadership
    - Student Accounting
    - Finance
    - Human Resources
    - Payroll
    - ITS
  - Banner touches every student and every employee

STABILITY
SIMPLICITY
SECURITY

ERP Implementation Next Steps

Board of Public Works approval of contract modifications that provide:

- Additional professional services for all functional areas
- New Reporting Module - Ellucian Insights
- Addition of Ellucian Document Management software that enables storing, indexing, organizing and retrieving of electronic documents

Other IT Initiatives

Security Awareness Training

- All employees are required by state law to complete the quarterly security trainings from Infosec
- BCCC's participation rate has been steadily increasing throughout the last year, but we are still far from the 100% participation rate required
- If you are not receiving the emails from notifications@securityiq-notifications.com, please contact helpdesk@bccc.edu

SECURITY

Enhancing IT Security

- In 2022, BCCC completed a full security assessment with the State of Maryland to identify ways to enhance IT security, including a penetration test
- ITS is reviewing the results of these assessments and they will help inform future priorities and roadmaps.

STABILITY
SIMPLICITY
SECURITY

Data Center Upgrades

Two-phased approach to planned upgrades:

- **Data Center Refresh (Phase 1)** – replacement of legacy data center equipment and implementation of modern backup & recovery tool
  - This was approved by the Board in October 2022. Replacement work is almost complete and will be finalized in Q3 2023.
- **Disaster Recovery (Phase 2)** – Addresses risks with redundancy and enhanced disaster recovery
  - Planning for this phase will take place starting in Q4 2023.

STABILITY
SIMPLICITY
SECURITY

Technology Refresh

New equipment has been ordered to replace aging technology:

- New computers and monitors for faculty and staff
- New projectors for every classroom
- New computers for all labs and classrooms

Devices will be replaced throughout the fall semester.

STABILITY
SIMPLICITY
SECURITY

BCCC
Baltimore City Community College

Adobe Creative Cloud

Adobe Creative Cloud is now licensed for faculty & staff!

To get started, you can log in to:
https://creativecloud.adobe.com/

Sign in with your normal BCCC username and password.

STABILITY
SIMPLICITY
SECURITY

Questions

BCCC
Baltimore City Community College

EXHIBIT 12.01 BCCC Middle States Commission on Higher Education Self-Study Design

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

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3 Institutional Overview
11 Institutional Priorities to be Addressed in the Self-Study
15 Intended Outcomes of the Self-Study
16 Self-Study Approach
17 Organizational Structure of the Steering Committee and Working Group
19 Standard One: Mission and Goals
20 Standard Two: Ethics and Integrity
21 Standard Three: Design and Delivery of the Student Learning Experience
22 Standard Four: Support of the Student Mission
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24 Standard Six: Planning, Resources and Institutional Improvement
25 Standard Seven: Governance, Leadership, and Administration
26 Guidelines for Reporting
28 Organization of the Final Self-Study Report
29 Verification of Compliance Strategy
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31 Communication Plan
32 Evaluation Team Profile
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1. Institutional Overview

Baltimore City Community College (BCCC) is a state-sponsored, urban, comprehensive, degree-granting community college with one campus and instructional sites throughout the city of Baltimore. The College currently offers 30 degree and 18 certificate programs as well as a range of non-credit course offerings including General Educational Diploma (GED), English as a Second Language (ESL), and Adult Basic Education (ABE). The College partners with local business and industry to offer non-credit workforce training, customized training, and a variety of other educational options and services. BCCC offers Pathways in Technology Early College High School (P-TECH) programs in collaboration with Baltimore City Public Schools System (BCPSS) and various City employers, including Johns Hopkins University, the Johns Hopkins Health System Corporation, and the Baltimore Port Authority. BCCC also partners with BCPSS on dual enrollment, with dual enrolled students taking courses for college level credit at both BCCC locations or at their home high schools.

BCCC was founded in 1947, as Baltimore Junior College (BJC), a department of the Baltimore City Public Schools. Its mission was to provide post-high school education for returning World War II veterans. In 1967, the College was renamed the Community College of Baltimore (CCB). In the early 1990s, ownership of the College was transferred to the State of Maryland and it was renamed the New Community College of Baltimore (NCCB). In 1992, the College was given its current name: Baltimore City Community College.

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

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

Values
- Integrity – Unwavering adherence to a strict moral and ethical standard.
- Respect – Showing genuine concern and regard for the dignity of others while practicing civility, accepting, appreciating, and supporting individual differences.
- Diversity – Recognizing, accepting, appreciating, and supporting individual differences and lifestyles.
- Teaching – Impacting knowledge skills, and values that are essential to the success of the individual and growth of the community.
- Learning – Gaining knowledge, skills, and understanding that are useful to the individual and college community by promoting intellectual curiosity.
- Excellence – Providing excellent teaching, student services, customer services and community engagement.
- Leadership – Empowering, nurturing, and inspiring individuals to be leaders in their own sphere.
- Professionalism – Adhering to the highest standard of customer service.

1. Institutional Overview, Cont.

IMPORTANT RECENT DEVELOPMENTS

At the conclusion of the 2017 session of the Maryland General Assembly, House Bill 1595 (HB 1595) was passed into law. HB1595 required BCCC to complete a list of 12 specific realignment tasks (see table 3); altered the composition of the Board of Trustees, and established specific criteria for the next BCCC president. BCCC continues to report on these realignment tasks to the Board of Trustees monthly, and annually to the State of Maryland Appropriations Committee and Budget and Taxation Committee.

Progress had been made to address the Realignment Tasks. Highlighted operational initiatives and outcomes are summarized to demonstrate the institution's commitment to fulfill the mandate.

REALIGNMENT TASK #1

Academic Programming

Collaborations with workforce and high school partners aided in the development of five new programs (pending MHEC approval):

- Associate of Applied Science in Geoscience
- Associate of Applied Science in Communications
- Associate of Applied Science in American Sign Language and Deaf Studies
- Associate of Applied Science in Cybersecurity-Digital Forensics
- Lower Division Certificate in Communications

These programs were developed by the respective faculty and in conjunction with School Deans, the Curriculum & Instruction Committee and the Vice President of Academic Affairs, and approved by Board of Trustees.

REALIGNMENT TASK #5

Enrollment

In 2017, the Maryland General Assembly gave BCCC an ambitious mandate to realign its strategies and operations to better serve students, employers, and the community. The College has made considerable progress and it is reflected in our enhanced services and the enrollment growth experienced prior to the pandemic. To align the budget with realistic enrollment projections, a cross-collaborative strategy was developed and led by the Vice President of Finance & Administration, Vice President of Student Affairs, and Vice President of Institutional Effectiveness, Research & Planning. New, more realistic projections were established by the Maryland Higher Education Commission in 2022 that factored in two years of pandemic-driven enrollment declines across all 16 community colleges.

The first chart below reflects MHEC's revised credit projections for all community colleges (which include dual enrollment and developmental courses). The second chart reflects MHEC's revised projections for BCCC's credit enrollment. This new set of projections supports the College's efforts to balance the expectations of MHEC and other State oversight bodies and fulfill the Realignment Task.

Maryland Higher Education Commission Projections: All MD Community Colleges (CC)	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021 – 2030 Projections for All MD CCs Published April 2021	97,458	135,971	137,395	138,821	140,243	140,973	141,702	141,432	143,167
MHEC 2022 – 2030 Projections for All MD CCs Published May 2022	97,458	117,974	118,534	119,656	119,656	120,036	120,225	120,420	120,613
MHEC's New Percent Changes for Outyears		*21.1%*	*0.5%*	*0.9%*	*0.2%*	*0.2%*	*0.2%*	*0.2%*	*0.2%*

Maryland Higher Education Commission Projections: All MD Community Colleges (CC)	Fall 2021 Actual	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029
MHEC 2021 – 2030 Projections for BCCC Published April 2021	3,864	5,952	6,139	6,270	6,059	6,730	7,044	7,419	7,865
MHEC 2022 – 2030 Projections for BCCC Published May 2022	3,864	4,595	4,616	4,638	4,659	4,667	4,675	4,682	4,690
MHEC's New Percent Changes for Outyears		*18.9%*	*0.5%*	*0.5%*	*0.5%*	*0.2%*	*0.2%*	*0.1%*	*0.2%*

Source: BCCC Office of Institutional Research and MHEC Enrollment Projections

1. Institutional Overview, Cont.

Budget

BCCC uses the audit firm, Clifton Larson Allen (CLA) for the financial audits of the College, WBJC-FM and the BCCC Foundation annual statutory audits. Using one audit firm for all three of the financial audits ensures consistent and timely results. BCCC's approach for the financial audits simplifies the audit planning, fieldwork, and reporting. It allows collaboration between BCCC and CLA and a more consistent approach and workflow. It also allows BCCC to rely on the expertise of CLA during these challenging times facing public colleges. BCCC looks forward to a continued relationship with CLA for its audit needs as well as continuing to provide quality, affordable, and accessible education in an ever-changing competitive workforce and environment.

The State of Maryland uses a current services budget (CSB) process when developing the baseline budget. The Department of Budget and Management begins with a base of the previous year's budget, then adjusts that base for certain known changes, creating CSB targets for agencies. Agencies and State institutions must carefully consider their targets and determine what action is needed to submit a budget within the target.

The General Assembly, primarily through the Senate Budget and Taxation and House Appropriation Committees, reviews, holds hearings, and makes decisions on the budget. The budget bill must be enacted by the General Assembly one week before the end of the session; otherwise, the Governor must proclaim an extended session. The legislature must enact a "balanced budget". The Governor has no veto power over the budget bill; it becomes law immediately after enactment.

FY24 Capital Budget Request

Learning Commons Renovations/Additions	FY23 – FY25 Design and Construction
Nursing Commons Renovations/Additions	FY24 – FY27 Design and Construction
Facilities Building	FY25 – FY26 Design and Construction
Wellness Center	FY26 – FY28 Design and Construction

1. Institutional Overview, Cont.

Budget Development Calendar	Date
Conduct budget overview at President's Staff meeting:Vice President for Finance & Administration: distribute Budget Development calendar, general instructions and discuss process	January
Legislative Hearings – Operating Budget: Present FY (Fiscal Year) 2023 Operating Budget to the Senate and House legislative bodies	February
Revenue projections for appropriation and request years: Budget Office: distribute request for FY 2023 & FY 2024 revenue projections to key personnel Key personnel: submit revenue projections to the Budget Office.	March
Budget Worksheet Files: Distribute electronic FY 2023 budget development files and current (FY 2022) personnel listing to each Division Vice President.	March
Prepare internal budget detail request and submit it to Budget Office; Divisions: Submit detail FY 2023 budget request by cost center (PCA) Informal meeting occurs with each Vice President and the President, Vice President for Finance and Administration, and the Director of Budgets, where the VPs discuss their budget needs for the next fiscal year (FY24).	March
Develop personnel costs, analyze, and consolidate budgets Budget Office: The prepared budget document is sent to all Division Vice Presidents for review.	March
Legislative Hearings Capital Budget: Present FY 2023 Capital Budget to the Senate & House Legislative bodies	March
Budget requests ranked and prioritized based on College's Strategic Plan	April
FY 2023 appropriation allocation Division budgets approved by President	April
Provide final FY 2023 allocations to Divisions: Budget Office	April
Divisions submit final detail FY 2023 budget data to Budget Office: By cost center (PCA) reconciling to the approved Divisional budgets	May
Finalized Budgets: Budget Office will conduct a final review for accuracy and completeness and then post final FY 2023 budgets in Banner and PEACE	June
Present budget for Request Year 2024: Vice President of Business & Finance: Discussion Item for the Board of Trustees	May
Submit budget FY 2024 request and FY 2023 appropriation to DBM	June
FY 2024 Maryland Higher Education Commission Budget Hearing; Present FY 2024 Operating and Capital Budget appropriation to MHEC (Maryland Higher Education Commission)	Aug/Sept
FY 2024 Department of Budget Management Budget Hearing	September
Present FY 2024 Operating and Capital Budget Request to DBM	March
Response to DBM (Department of Budget Management) & DLS (Department of Legislative Services) (Department of Legislative Services) Questions (fiscal notes)	November
Develop budget guidelines; Determined by the President's Staff with Ongoing linkage to Strategic Plan and Academic Master Plan. Develop policy outlining the institution's position on such items as salary and wage increases, tuition rates, fees, program modifications and expenditure allocation.	Jan – March
Current Year Budget Realignment: Present any significant changes in the current year budget (FY23).	January

1. Institutional Overview, Cont.

REALIGNMENT TASK #9

Technology

The College is transitioning from a 25-year-old legacy information system to a new Enterprise Resource Planning (ERP) system as a central outcome of the Information Technology Infrastructure Plan. In November 2020, BCCC received approval from the Maryland Board of Public Works to proceed with the acquisition and implementation of its identified ERP system, Banner by Ellucian. To date, BCCC has begun the process of implementing departmental modules (Student, Financial Aid, Finance, Accounts Receivable, Human Resources), with the final module to be implemented by December 2022. During the next phase, the institution will work with the vendor to provide managed services and operational continuity. The College provides an annual report to General Assembly budget committees on the Plan.

REALIGNMENT TASK #10

Facilities

Pursuant to Code of Maryland Regulations (COMAR), BCCC was required to develop and provide an annual update of Facilities Master Plans (FMP). The Capital Improvement Program includes three projects (Learning Commons Renovation and Addition, Deferred Maintenance, and Nursing Building Renovation), the Loop Road, and 45 additional projects with a ten-year outlook of improvements for the College.

Deferred Maintenance $16M	
Main Building	Replace 2 heating boilers
Physical Education	Replace exterior doors
Fine Arts Wing	Replace exterior doors – Phase I
Fine Arts Building	Roof Replacement
Physical Education	Resyroom and locker renovation
West Pavilion	Replace windows
West Pavilion	Renovate restrooms
South Pavilion	Renovate restrooms
South Pavilion	Upgrade electrical and fire alarm
West Pavilion	Replace electric back-up generator
West Pavilion	HVAC replacements
Fine Arts Building	Electrical upgrade
Fine Arts Building	Replace hot water boilers
Fine Arts Building	Replace domestic boilers
West Pavilion	Replace hot water boiler
Main Building	Generator replacement
Main Building	Replace windows
Facilities	Roof replacement
Campus	Wayfinding signage
Campus	Pave Parking Lots E and at LSB

1. Institutional Overview, Cont.

REALIGNMENT TASK #11
Procurement
The BCCC Board of Trustees approved procurement policies and procedures for the governance of procurements consistent with the mandate of Chapter 732 of the Laws of Maryland 2021 (Senate Bill 326). The State increased the long-standing authority and delegation thresholds for the Board of Trustees and President to streamline operations providing spending equity with our peer institutions.

BCCC's current President is Dr. Debra McCurdy. Dr. McCurdy was invested in 2019, replacing Interim President Dr. James H. Johnson. Her immediate Cabinet is made up of nine direct reports, many of whom are relatively new.

BCCC LEADERSHIP

President	Dr. Debra McCurdy	May 2019
Vice President of Academic Affairs	Dr. Laura Cripps	September 2022
Vice President of Student Affairs	Dr. Jade Borne	May 2022
Vice President of Finance & Administration	Mr. Steven Hardy	September 2022
Vice President of Institutional Effectiveness, Research & Planning	Ms. Becky Burrell	May 2019
Vice President of Workforce Development and Continuing Education	Mr. Michael Thomas	September 2017
Chief Information Officer	Mr. Michael Reding	February 2022
Chief Internal Auditor	Ms. Lyllis Green	January 1995
General Counsel	Ms. Maria Rodriguez	September 2019

BOARD OF TRUSTEES

Chair	Mr. Kurt L. Schmoke, Esq.
Member	Ms. Leonor Tannhauser Blum
Member	Mr. Jason Perkins-Cohen
Member	Mr. John Lewis
Member	Ms. Lelia Parker, Esquire
Member	Dr. Rachel Y. Pfeifer, Ph.D.
Member	Mr. John Carroll Weiss III
BCCC Student Member	Mr. John K. Goeken

1. Institutional Overview, Cont.

ECONOMIC IMPACT

According to the 2021 Executive Summary: Economic Impact of Baltimore City Community College, BCCC added $342.4 million in income to the Baltimore City Service Area economy during the analysis year, equal to the sum of the operations and construction spending impacts, the student spending impact, and the alumni impact. For context, the $342.4 million impact was equal to approximately 0.8% of the total gross regional product (GRP) of the Baltimore City Service Area. BCCC's total impact can also be expressed in terms of jobs supported. The $342.4 million impact supported 4,047 regional jobs, using the jobs-to-sales ratios specific to each industry in the region. In addition, the $342.4 million, or 4,047 supported jobs, stemmed from different industry sectors. Among non-education industry sectors, BCCC's spending and alumni in the Health Care & Social Assistance industry sector supported 1,162 jobs in FY 2019. These are impacts that would not have been generated without the college's presence in the Baltimore City Service Area.

ACCREDITATION

BCCC's most recent Self-Study submission and associated Site Visit were completed in 2014. Although the College demonstrated compliance with most of the Standards, it was placed on Warning. A Monitoring Report was required for submission in 2015 to document necessary improvements in the areas of:

- Standard 2: Planning, Resource Allocation and Institutional Renewal. Long-range planning, budget planning and continued implementation of a comprehensive institutional strategic plan.
- Standard 3: Institutional Resources: multi-year budget projections, both institution-wide and among departments, aligned with the institution's mission, goals, and strategic plan.
- Standard 6: Integrity. Clear, accurate, up-to-date, and easily accessible advertisements, recruiting, and admissions materials, accurately reported and made available to the institution's constituencies.
- Standard 7: Institutional Effectiveness. A timetable and evidence that assessment information is used to inform budget, planning and resource allocation decisions and improve programs, services, and processes.

BCCC was released from Warning in 2015 having provided evidence of improvement in these areas. Since 2015, the College has continued its faculty-led processes for course and program assessment. This work was achieved and is ongoing, informing College-specific outcome #5 in the Self-Study Design.

IMPACT OF THE COVID PANDEMIC

The move back to "normal" after the COVID-19 pandemic was slower in Baltimore City than in other areas of Maryland as the City was consistently among the highest in terms of positivity rates and lowest in terms of vaccination rates. Many local organizations retained social distancing and mask requirements well into 2022 and BCCC has maintained its requirement for masks to be worn on campus through fall 2022. In fall 2021, the College was still operating in a remote learning environment for students except for a few Nursing and Health Professions sections. The winter 2022 session's courses were all conducted remotely. The instructional strategy sought to sustain courses via a virtual (synchronous) modality, keeping asynchronous online classes in the minority. The College returned to on-campus instruction for all instructional areas in the spring of 2022, although the actual physical return was delayed by three weeks due to the Omicron virus.

BCCC's student characteristics reflect a need for enhanced support services. Based on the responses to the Community College Survey of Student Engagement in spring 2020 and spring 2022, the proportion of first-generation college students increased from 35.9% to 59.7%. In conjunction, the percentage of first-time credit students with developmental educational needs increased from 47% in fall 2020 to 55% in fall 2021. To provide additional support to students, tutoring and advising services are offered both in person and virtually.

The College has retained and expanded teaching support and pedagogical innovations, initially adopted during COVID-19, to continue to strengthen the student experience in the classroom. This included flipped classes and more active learning in courses across programs, simulation software and augmented reality in Health Professions classes, and additional tutorial software for both coursework and board exams in Nursing.

1. Institutional Overview, Cont.

EXISTING KEY PROGRAMS

The College's largest programs, those conferring the most degrees and certificates, include General Studies, Computer and Information Sciences; Nursing, and Addiction Counseling.

The five highest enrolled programs in fall 2021 are reflected in Table 1.

TABLE 1: BCCC'S HIGHEST ENROLLED PROGRAMS

Program	Fall 2021 Enrollment
General Studies, Associate of Arts	424
Nursing, Associate of Science	178
Early Childhood Education, Associate of Applied Science	130
Business- Management Area of Concentration, Associate of Applied Science	125
Computer Information Systems, Associate of Applied Science	119

The five programs with the highest number of awards conferred in FY 2021 are reflected in Table 2.

TABLE 2: BCCC'S HIGHEST NUMBER OF AWARDS CONFERRED IN FY 2021

Program	FY 2021 Awards Conferred
General Studies, Associate of Arts	98
Nursing, Associate of Science	61
Cyber Security and Assurance Certificate	37
Computer Information Systems, Associate of Applied Science	28
Business Administration, Associate of Science	28

ENROLLMENT

In FY 2022, BCCC served 5,761 credit and 3,126 continuing education (non-credit) students and awarded 473 degrees and lower division certificates. Across Maryland's 16 community colleges, there was a 10% decline in credit enrollment from fall 2020 to fall 2021 largely due to the continued impact of the pandemic. At BCCC, total credit enrollment decreased by 7.6% (317 students) over the same period. The proportion of part-time students has increased in recent years with 79.2% of credit students enrolled part-time (less than 12 credits including developmental courses) in fall 2021. The demographic and socioeconomic characteristics of BCCC's student population make full-time enrollment challenging. 52.2% of credit students are 25 years of age or older and 46.1% are employed more than 20 hours per week. Of the students who responded to the spring 2022 Community College Survey of Student Engagement (CCSSE), 39.1% reported having children who live with them.

Dual enrollment is a focus for enrollment growth. The College increased the number of dual enrolled students by 80.4% from fall 2019 (245) to fall 2020 (442) despite the overall enrollment decline. The increase continued in fall 2021, with 482 dual enrolled students. This was a result of concerted efforts to strengthen relationships with BCPSS. The College meets with representatives from the City Schools on a monthly basis to facilitate processes for the students and foster relationships with the schools. The increase in the number of dual enrolled students in fall 2021 is a result of the expanded partnership with the City Schools, with 41 course sections held at 10 City high schools. The College continues to enroll high school students in the Pathways in Technology Early College High School (P-TECH) program, in which BCPSS students take courses through BCCC to work toward associate degrees while completing their high school diplomas. P-TECH students receive one-on-one mentoring, workplace visits, and skills instruction, and are first in line for job opening with P-TECH business partners. The BCCC class of 2021 Valedictorian was a P-TECH student who completed her high school diploma concurrently with her associate degree.

2. Institutional Priorities to be Addressed in the Self-Study

The College's most recent Strategic Plan (2018 – 2022) is the primary document from which the three institutional priorities for this Self-Study are drawn. These three priorities are:

- Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.
- Implement a comprehensive approach to engage current and future students, alumni, and the community.
- Optimize resources to support existing and emerging initiatives effectively and efficiently.

In addition, these priorities are connected to the 12 Realignment Tasks the College was charged to complete by the Maryland State Legislature. The College has embedded these tasks into the everyday operations of each division. As such, through this Self-Study, one of the outcomes will be to assess the progress of these realignment tasks as part of developing the College's next, comprehensive strategic plan.

As a higher education institution in Maryland, the College aligns itself to the three goals of the State Plan for Postsecondary Education.

1. Access – Ensure equitable access to affordable and quality postsecondary education for all Maryland residents.
2. Success – Promote and implement practices and policies that will ensure student success.
3. Innovation – Foster innovation in all aspects of Maryland higher education to improve access and student success

As part of the annual Performance Accountability Report (PAR), community colleges must report on performance indicators for each goal related to credit and continuing education enrollment; retention, persistence, graduation, and transfer; employment outcomes; faculty and staff demographics; and revenue and expenditure data.

INSTITUTIONAL PRIORITY: STUDENT SUCCESS

Strategic Goal: Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.

Key Objectives:

- Align, support and deliver courses, programs, and services to ensure progression, transferability and employability.
- Utilize contemporary educational methods to improve and advance students' academic and workforce preparation goals.
- Enhance the student experience by increasing awareness of and engagement with college activities and support services.
- Increase persistence and goal attainment across all student populations.

INSTITUTIONAL PRIORITY: COMMUNITY ENGAGEMENT

Strategic Goal: Implement a comprehensive approach to engage current and future students, alumni, and the community.

Key Objectives:

- Reposition the College's brand to increase awareness of programs and services and highlight targeted initiatives.
- Grow partnerships with business and industry, government agencies, community members, educational institutions, and all potential partners in serving our students and community.
- Strengthen partnerships to promote and increase access to student learning and transfer opportunities, collaborative planning, and resource sharing.

INSTITUTIONAL PRIORITY: INSTITUTIONAL FRAMEWORK

Strategic Goal: Optimize resources to support existing and emerging initiatives effectively and efficiently.

Key Objectives:

- Ensure facilities, technology, staffing and instructional resources support a quality learning and working environment.
- Promote an environment of professionalism and civility.
- Invest resources to attract, grow and retain a highly-qualified and diverse faculty and staff.
- Develop and implement a plan to ensure faculty and staff knowledge retention and fluid transition during times of employee turnover.
- Improve the College's financial sustainability.

2. Institutional Priorities to be Addressed in the Self-Study, Cont.

Consultation on the priorities to be addressed in the Self-Study was generated via the work of the Self-Study Design Committee, which is a subset of the Self-Study Steering Committee. The Self-Study Design Committee comprises the Co-Chairs of each working group, Steering Committee members, and a group of five faculty members, to represent the voice of the faculty body. The Self-Study Design Committee has representation from each Cabinet area of the College: Academic Affairs, Student Affairs, Finance and Administration, Workforce Development and Continuing Education, Institutional Effectiveness, Research, and Planning, and Information Technology Services. The professional development schedule for August 2022 included two sessions for faculty and staff; the first on the Self-Study Design and the second, on the Self-Study evaluation process and current standards for accreditation. Both sessions provided opportunities for information sharing, feedback, and discussion. Information sessions will continue over the course of Academic Year 2022-2023 as specified in the Self-Study Design, including working group and Steering Committee reports to the wider College constituency.

In addition, various stakeholders from the College community meet regularly to discuss the work connected to these institutional priorities, including representatives from across the College's Cabinet areas and community stakeholders including BCPSS. State-level stakeholders also help define expectations for institutional performance. For example, the Performance Accountability Report driven by the Maryland State Plan for Post-Secondary Education (2017-2021) provides required measures that BCCC uses to help deliver these priorities. The Maryland Higher Education Commission (MHEC) published the 2022 Maryland State Plan for Higher Education in fall 2022.

TABLE 3: BCCC'S INSTITUTIONAL PRIORITIES ALIGNED WITH THE REALIGNMENT TASKS

Realignment Tasks	Institutional Priorities: Student Success	Community Engagement	Institutional Framework
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.	X	X	
2. Make workforce development and job placement top educational priorities of BCCC.	X	X	
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.	X	X	
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.	X	X	
5. Align the budget of BCCC with realistic enrollment projections.			X
6. Engage in a comprehensive review of all positions, faculty, and staff at BCCC.			X
7. Establish strong relationships with key stakeholders.		X	
8. Develop and market a brand.		X	
9. Address the information technology (IT) and infrastructure needs of BCCC, including whether oversight by the Department of Information Technology is advisable.	X		X
10. Develop or sell all unused or underutilized real estate, including the Inner Harbor Site.			X
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.			X
12. The Board of Trustees shall review, and if necessary, revise the BCCC Strategic Plan.	X	X	X

2. Institutional Priorities to be Addressed in the Self-Study, Cont.

TABLE 4: BCCC'S INSTITUTIONAL PRIORITIES ALIGNED WITH THE MISSION, VISION AND CORE VALUES:

	Institutional Priorities		
Mission	**Student Success**	**Community Engagement**	**Institutional Framework**
Baltimore City Community College provides quality, affordable, and accessible education meeting the professional and professional goals of a diverse population, changing lives, and building communities.	X	X	X
Vision			
Baltimore City Community College is an innovator in providing quality career pathways and educational opportunities for a diverse population of learners to exceed the challenges of an ever-changing competitive workforce and environment.	X	X	X
Core Values			
1. Integrity – Unwavering adherence to a strict moral and ethical standard.	X		X
2. Respect – Showing genuine concern and regard for the dignity of others while practicing civility, accepting, appreciating, and supporting individual differences.	X	X	X
3. Diversity – Recognizing, accepting, appreciating, and supporting individual differences and lifestyles.	X	X	X
4. Teaching – Impacting knowledge skills, and values that are essential to the success of the individual and growth of the community.	X	X	
5. Learning – Gaining knowledge, skills, and understanding that are useful to the individual and college community by promoting intellectual curiosity.	X	X	
6. Excellence – Providing excellent teaching, student services, customer services and community engagement.	X	X	X
7. Leadership – Empowering, nurturing, and inspiring individuals to be leaders in their own sphere.	X	X	X
8. Professionalism – Adhering to the highest standard of customer service.	X	X	X

TABLE 5: BCCC'S INSTITUTIONAL PRIORITIES ALIGNED WITH MSCHE'S STANDARDS FOR ACCREDITATION

	Institutional Priorities		
Standards for Accreditation	**Student Success**	**Community Engagement**	**Institutional Framework**
1. Mission and Goals	X	X	X
2. Ethics and Integrity	X		X
3. Design and Delivery of the Student Experience	X	X	
4. Support of the Student Experience	X	X	X
5. Educational Effectiveness Assessment	X		
6. Planning, Resources, and Institutional Improvement		X	X
7. Governance, Leadership, and Administration			X

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2. Institutional Priorities to be Addressed in the Self-Study, Cont.

The College has started the process of crafting BCCC's next Strategic Plan, and the MSCHE Self-Study process will be used as a catalyst for this development, in accordance with outcome #4. Given that the Self-Study will not be complete until 2023, the current strategic plan will be extended through 2023 (pending Board of Trustees approval) and the new strategic plan will be developed for 2024-2029.

In spring 2021, over 200 BCCC faculty and staff assembled to participate in the Strategic Plan development activities facilitated by a higher education consulting firm. The firm conducted "Information Gathering Interviews" with the executive leadership and engaged senior and mid-level leaders. Additional sessions for Cabinet were added to develop a stronger culture of accountability. Sessions were conducted with faculty, staff, the Board of Trustees, a student group, and a group from the business community. The firm facilitated conversations to assist in exploring how BCCC might do the following:

- 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 following primary themes emerged from the interviews:

- Modernize programs; build links between academics and workforce development, enhance faculty and industry partnerships; develop in areas of growth and innovation, and shape the curriculum.
- Put students first; enhance the student experience, reach a sustainable enrollment and improve retention; stay affordable while becoming more efficient.
- Build and invest in partnerships, relationships with industry and BCPSS; 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.

This feedback has influenced the outcomes that BCCC has identified in the Self-Study Design. As such, these themes will also be part of how the working groups and resulting Self-Study will inform the next comprehensive strategic plan for the College.

3. Intended Outcomes of the Self-Study

The College will achieve the outcomes listed below through the process of Self-Study.

1. Demonstrate how the institution currently meets the Commission's Standards for Accreditation and Requirements of Affiliation.
2. Focus on continuous improvement in the attainment of the institution's mission and its institutional priorities.
3. Engage the institutional community in an inclusive and transparent self-appraisal process that actively and deliberately seeks to involve members from all areas of the institutional community.
4. Demonstrate progress on the Realignment Plan toward achieving key performance indicators, informing the future strategic plan of the College.
5. Expand the current academic assessment model into a comprehensive institutional assessment model, measuring the College's effectiveness in achieving its strategic priorities.

BCCC 2022 valedictorian.

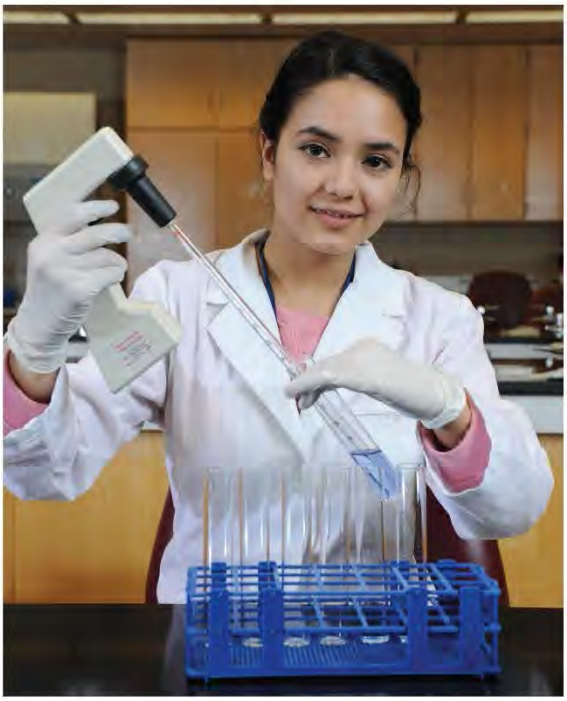
The 2013-14 MSCHE Self-Study and associated site visit identified areas for improvement at that time, namely Standard 2 (Planning, Resource Allocation and Institutional Renewal), Standard 3 (Institutional Resources), Standard 6 (Integrity), and Standard 7 (Institutional Effectiveness). In the current MSCHE standards, these themes primarily align to Standard II Ethics and Integrity, Standard V Educational Effectiveness Assessment, and Standard VI Planning Resources and Institutional Improvement. Given the work already undertaken to meet compliance, these areas will be a focus for evaluation and continuous improvement within the current Self-Study.

The timing of the current Self-Study is in alignment with the end of the current Strategic Plan. The work connected to the Self-Study is an extension of the College's focus on continuous improvement and institutional effectiveness. The identification of objective #5 recognizes the opportunity for the MSCHE Self-Study to aid the expansion and demonstration of a long-term approach toward 'closing the loop' in program and college assessment.

4. Self-Study Approach

BCCC will utilize the Standard-Based Approach to prepare the Self-Study Report. The organization and preparation of the Self-Study Report, centered around MSCHE's seven standards and the four guiding principles, will allow BCCC to best demonstrate the delivery of high-quality educational services following its values and fulfilling its vision and mission. The Standards-Based Approach will assist the College to evaluate its progress in relation to the realignment tasks. In addition, this approach will:

- Facilitate a comprehensive review of the College's programs, services, and operations.
- Realign the College's plans for continued improvement to be consistent with the new MSCHE Standards.
- Assign one Standard to each working group, providing clear distinction of duties between the groups.
- Bring focus to the Standards of particular concern to MSCHE in the past, particularly Standards 2, 3, 6, and 7, which fall under current Standards II, V, and VI.
- Facilitate cooperation, transparency, and engagement across the institution to ensure Cabinet areas contribute to address the Standards.



5. Organizational Structure of the Steering Committee and Working Groups

The Steering Committee membership, detailed below, includes faculty, staff, and administrators from across the College's Cabinet areas.

TABLE 6: STEERING COMMITTEE

Co-Chair, Steering Committee	**Eileen F. Hawkins**, Director of Institutional Research
Co-Chair, Steering Committee	**Courtney B. Ross**, Dean of School of Nursing and Health Professions
Co-Chair, Standard I: Mission and Goals	**Michael Berends**, Director of Marketing
Co-Chair, Standard I: Mission and Goals	**James Dyett**, Professor and Program Coordinator, Physical Therapist Assistant Program
Co-Chair, Standard II: Ethics and Integrity	**Charles Hall**, Assistant Vice President for Human Resources
Co-Chair, Standard II: Ethics and Integrity	**Shawnette Shearin**, Director of Budget and Contracts
Co-Chair, Standard III: Design and Delivery of the Student Learning Experience	**Ghazanfar Mahmood**, Associate Dean of Nursing and Health Professions
Co-Chair, Standard III: Design and Delivery of the Student Learning Experience	**Brian Terrill**, Director of E-Learning
Co-Chair, Standard IV: Support of the Student Mission	**Anthony McEachern**, Associate Dean for Arts and Social Sciences
Co-Chair, Standard IV: Support of the Student Mission	**Johnnie Owens**, Director of Student Success Center
Co-Chair, Standard V: Educational Effectiveness	**Nicole Deutsch**, Director of Assessment
Co-Chair, Standard V: Educational Effectiveness	**Katana Hall**, President of Faculty Senate, Chair of Program Review and Evaluation Committee, and Professor of English and Theater
Co-Chair, Standard VI: Planning, Resources and Institutional Improvement	**Peter Farrell**, Deputy Chief Information Officer
Co-Chair, Standard VI: Planning, Resources and Institutional Improvement	**Anna Lansaw**, Director of Procurement
Co-Chair, Standard VII: Governance, Leadership, and Administration	**Eileen Waltsman**, Controller
Co-Chair, Standard VII: Governance, Leadership, and Administration	**Patricia Raines**, Bursar/Director of Student Accounting
Self-Study Coordinator, Accreditation Liaison Officer	**Laura Cripps**, Vice President of Academic Affairs
Self-Study Coordinator	**Becky Burrell**, Vice President of Institutional Effectiveness, Research and Planning

5. Organizational Structure of the Steering Committee and Working Groups, Cont.

The role of the Steering Committee will provide transparent communication and leadership to successfully complete the Self-Study. It is comprised of faculty and staff, many of whom will serve as Co-Chairs of the Working Groups. The Steering Committee will coordinate training for the utilization of tools, and technology, enforce deadlines and set timelines. The Steering Committee is responsible for compiling the draft Chapters of working groups and editing these to produce interim and final drafts of the Self-Study Report. They are also responsible for reviewing and maintaining the evidence process, including removing duplication and escalating evidence requests to Cabinet as appropriate.

President's Intervention
The Self-Study Coordinators and Self-Study Co-Chairs will meet weekly to bring critical matters and gaps to the President for intervention.

Self-Study Coordinators
The Self-Study Coordinators will support the Steering Committee Co-Chairs and oversee the Self-Study process.

Steering Committee Co-Chairs
The Steering Committee Co-Chairs will lead the Steering Committee, with respectful and equitable direction. They will set agendas for the meetings. Steering Committee Co-Chairs will be available to attend Working Group meetings to assist if needed.

Working Group
Working Groups will meet weekly, where individual members will report progress on their responses to the Standard, using the research questions to guide the narrative. These updates will be captured within the templated document 'Working Group Members Progress report' and archived in the SharePoint site.

Working Group Members will identify evidence and list this as part of their Progress Report. They will also be responsible for adding the evidence to the Evidence Log. Each Working Group will be responsible for creating drafts of the Chapter response for their Standard, as well as for the final Chapter draft. A summary of the stages of these drafts has been added to the timeline.

Working Group Co-Chairs
Working Group Co-Chairs are also Steering Committee members and will attend Steering Committee meetings on a bi-weekly basis with additional meetings scheduled as needed. They will report on the overall progress of their Working Group using the templated 'Working Group Co-Chairs Progress Report' form. Working Group Co-Chairs are responsible for reaching out to discuss evidence and topics of overlap with the working groups of connected Standards. Finally, Working Group Co-Chairs are responsible for submitting templated Evidence Request forms on behalf of their Working Group members. Copies of all templated forms are in the Appendix. A summary of all products and deadlines has been included within the Timeline.

Cabinet Resources
The College's Cabinet will serve as a resource support team for any additional material needed by the working groups.

Self-Study Coordination Meetings
The Self-Study Coordinators and Steering Committee Co-Chairs will meet weekly to review the overall progress of the Self-Study. When needed, the President's Intervention meetings will be called by the Self-Study Coordinators, to resolve institutional matters. Working with the Communications and Events Committee the Self-Study Coordinators will schedule campus-wide events such as the President's Forum, Board of Trustees and Community Partner engagements, conference attendance and maintain the Self-Study budget.

Student Engagement
The voice of the student body will be reflected in the information collected by the Working Groups through coordinated efforts with the Student Government Association, Student Trustee, Faculty Senate, Student Affairs, and Workforce Development and Continuing Education.

Standard One: Mission and Goals

WORKING GROUP

This Working Group's focus is how the institution's mission defines its purpose within the context of higher education, the students it serves, what it intends to accomplish, how its stated goals link to its mission and specify how the institution fulfills its mission.

Research questions to guide this Working Group include the following:

1. What are the College's mission and goals?
   - A. How were the mission and goals developed?
   - B. What internal and external contexts influenced the mission and goals?
   - C. How are the mission and goals supported by the Board of Trustees?
   - D. How do the mission and goals relate to planning, resource allocation, curriculum development, and institutional outcomes?
   - E. How do the mission and goals support scholarly inquiry and creative activity?
   - F. How are the mission and goals disseminated within the College?
   - G. How are the mission and goals evaluated?
2. Are the College's goals realistic, appropriate, and aligned with the mission?
3. Are the College's goals supported by academic and nonacademic student services?
4. How does the College periodically assess its mission and goals?

TABLE 7: STANDARD I WORKING GROUP

Role	Name	Title
Co-Chair	Michael Berends	Director, Marketing
Co-Chair	James Dyett	Professor & Program Coordinator, Physical Therapist Assistant
Member	Quintin Davis	Associate Dean, Business and Technology
Member	Betsy Mackey	Associate Director, English Language Services
Member	Afreya Lucas	Assistant Director, EEO and Compliance
Member	Ja Hon Vance	Professor, English
Member	Kimberly Woolford	Accounts Clerk I
Member	Harvey Dorrah	Associate Vice President, Academic Affairs
Administrative Support	Crystal Lucas	Administrative Assistant, School of Business, Science, Technology, Engineering, and Mathematics

Standard Two: Ethics and Integrity

WORKING GROUP

This Working Group's focus is how the College, in all its activities, is faithful to its mission, honors its contracts and commitments, adheres to its policies, and represents itself truthfully.

Research questions to guide this Working Group include the following:

1. How does the College demonstrate its respect for intellectual property rights and commitment to academic, intellectual, and expressive freedom?
2. How does the College foster a climate of respect among students, faculty, staff, and administration?
3. How does the College's grievance policy demonstrate fairness and impartiality while assuring prompt, appropriate, and equitable resolution?
4. How does the College avoid conflicts of interest and the appearance of such conflicts?
5. How does the College conduct fair and impartial human resources practices, specifically in the hiring, evaluation, promotion, discipline, and separation of employees?
6. How does the College ensure honesty in public relations, marketing, recruitment, and internal communications?
7. How does the College demonstrate ethics and integrity in its mission, services, and programs?
   A. How does the College promote affordability and accessibility?
   B. How does the College empower students to make informed, value-added financial decisions about their education?
8. How does the college maintain compliance with reporting requirements?
   A. How does the College ensure full disclosure of institutional assessment, graduation and retention rates, and certifications and licensures?
   B. How does the College ensure compliance with the Commission's Requirements of Affiliation?
   C. How does the College ensure the timely disclosure of substantive changes?
   D. How does the College ensure compliance with the Commission's policies?
9. How does the College periodically assess the College's ethics and integrity?

TABLE 8: STANDARD II WORKING GROUP

Role	Name	Title
Co-Chair	Shawnette Shearin	Director, Budgets & Contracts
Co-Chair	Charles Hall	Assistant Vice President, Human Resources
Member	Tad Delay	Assistant Professor, Philosophy
Member	Tracie Williams	Director, College Relations/ Community Outreach
Member	Richard Walsh	Senior Analyst & Budget Coordinator
Member	Saleem Chaudry	Director, Financial Aid
Member	Naesea Price	Professor, Developmental English
Member	Kenneth Hopkins	Manager, Job Placement & Employee Engagement
Administrative Support	Nisha Thomas	Administrative Assistant to the Vice President, Student Affairs

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

WORKING GROUP

This Working Group's focus is how the institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels and are consistent with higher education expectations.

Research questions to guide this Working Group include the following:

1. Does each academic pathway lead to a degree, certificate, or other recognized higher education credential?
   - A. Is the length of each pathway appropriate for the objectives and credentials?
   - B. Is the pathway coherent?
   - C. Does the pathway promote synthesis of learning?
2. How are student learning experiences designed, delivered, and assessed?
   - A. How does the College ensure that faculty are rigorous and effective in teaching, assessment of student learning, scholarly inquiry, and College service?
   - B. How does the College ensure the qualifications of faculty and staff that support student learning?
   - C. How does the College ensure that the pool of faculty and staff are sufficient in number to support student learning?
   - D. How does the College ensure that faculty and staff are provided with and utilize sufficient professional development opportunities, resources, and support?
   - E. How does the College ensure that student learning experiences are reviewed regularly and equitably?
3. Is each academic program of study clearly and accurately described in official publications of the College such that students are able to understand and follow degree and program requirements?
4. Are there sufficient learning opportunities and resources to support both the College's programs of study and students' academic progress?

TABLE 9: STANDARD III WORKING GROUP

Role	Name	Title
Co-Chair	Ghazanfar Mahmood	Associate Dean, Nursing & Health Professions
Co-Chair	Brian Terrill	Director, E-Learning
Member	Nathan Cook	Assistant Professor, Math & Engineering; Curriculum & Instruction Committee
Member	Evelyn Garcia	Assisstant Professor & Program Coordinator, Criminal Justice and Legal Assistant
Member	TBD	Assistant Vice President, Student Affairs
Member	Fred Paraskevoudakis	Professor, Physical Science
Member	Leslie Jackson	Director, TRIO Student Support Services
Member	Darryl Rogers	Director, Adult Basic Education
Member	Patricia Fisher	Contract Technician
Administrative Support	Lynette Little	Administrative Assistant, School of Business, Science, Technology, Engineering, and Mathematics

5. Is there a free-standing or integrated general education program?
   - A. Does the general education program offer a sufficient scope to draw students into new areas of intellectual experience?
   - B. Does the general education program offer a curriculum that includes oral and written communication, scientific and quantitative reasoning, critical analysis and reasoning, technological competency, information literacy, values, ethics, and diversity?
6. How does the College adequately and appropriately review and approve any learning opportunity that is designed, delivered, or assessed by a third-party provider?
7. How does the College periodically assess the design and delivery of the student learning experience?

IV Standard Four: Support of the Student Mission

WORKING GROUP

This Working Group's focus is how the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings, and how the institution commits to student retention, persistence, completion, and success through a coherent, effective, and sustainable support system that enhances the quality of the learning environment and educational experience and fosters student success.

Research questions to guide this Working Group include the following:

1. What are the College's policies and processes for admitting, retaining, and facilitating the success of students?
   - A. Does the College provide accurate and comprehensive information regarding expenses, financial aid, scholarships, grants, loans, repayment, and refunds?
   - B. What is the College's process for identifying, placing, and supporting students who are not prepared to study at the level for which that have been admitted?
   - C. What are the College's orientation, advisement, and counseling programs to enhance retention and guide students throughout their educational experience?
   - D. What is the College's process to enhance achievement of students' goals?
     - i. Certificate and degree completion
     - ii. Transfer to other institutions
     - iii. Post-completion placement
2. What are the college's policies and procedures regarding the evaluation and acceptance of transfer credits and credit through other alternative learning approaches?

TABLE 10: STANDARD IV WORKING GROUP

Role	Name	Title
Co-Chair	Anthony McEachearn	Associate Dean, Arts & Social Sciences
Co-Chair	Johnnie Owens	Director, Student Success Center
Member	Jamie Gillis	Coordinator, E-Learning
Member	Sharon Stoddard	Registrar
Member	Ebony McFadden	Director, Workforce Development & Employment Placement
Member	Dawna Attig	Director, Client Services
Member	Charice Hayes	Assistant Professor, Business Administration
Member	Tamara Payne	Assistant Professor, Visual Arts
Member	Constance Mannone	Electronic Resources Librarian
Administrative Support	Yesenia Jarrett	Administrative Assistant, Finance & Administration

3. What are the College's policies and procedures for the safe and secure maintenance and appropriate release of student information and records?
4. Are athletic, student life, and other extracurricular activities regulated by the same academic, fiscal, and administrative principles and procedures that govern all other programs?
5. What is the College's process for the review and approval of student support services designed, delivered, or assessed by third-party providers?
6. How does the College periodically assess the effectiveness of programs supporting the student experience?

V Standard Five: Educational Effectiveness

WORKING GROUP

This Working Group's focus is how the assessment of student learning and achievement demonstrates that the institution's students have accomplished educational goals consistent with their program of study, degree level, institutional mission, and appropriate expectations for higher education institutions.

Research questions to guide this Working Group include the following:

1. Does the College have clearly stated educational goals at the institutional and degree/program levels?
   - A. Are the goals interrelated?
   - B. Do the goals contain relevant educational experiences?
   - C. Are the goals relevant to the College's mission?
2. Does the College evaluate the extent of student achievement of institutional and degree/program goals through organized and systematic assessments, conducted by faculty and/or appropriate professionals?
   - A. Does the College define meaningful curricular goals with defensible standards for evaluating whether students are achieving those goals?
   - B. Does the College articulate how students are prepared in a manner consistent with their mission for successful careers, meaningful lives, and further education?
   - C. Does the College collect and provide data on the extent to which students are meeting these goals?
3. Does the College support and sustain assessment of student achievement and communicate the results of this assessment to stakeholders?
   - A. Does the College use assessment results for the improvement of educational effectiveness?
   - B. Does the College use assessment results to assist students in improving their learning?
   - C. Does the College use assessment results to improve pedagogy and curriculum?
   - D. Does the College use assessment results to review and revise academic programs and support services?
   - E. Does the College use assessment results to plan, conduct, and support a range of professional development activities?
   - F. Does the College use assessment results to plan and budget for the provision of academic programs and services?
   - G. Does the College use assessment results to inform appropriate constituents about the College and its programs?
   - H. Does the College use assessment results to improve key indicators of student success, such as retention, graduate, transfer, and placement rates?
   - I. Does the College use assessment results to implement other processes and procedures designed to improve educational programs and services?
4. Does the College review and approve of assessment services designed, delivered, or assessed by third-party providers?
5. How does the College periodically assess the effectiveness of the assessment processes utilized by the College for the improvement of educational effectiveness?

TABLE 11: STANDARD V WORKING GROUP

Role	Name	Title
Co-Chair	Katana Hall	Professor, English & Theater/Faculty Senate President/Chair, Program Review & Evaluation
Co-Chair	Nicole Deutsch	Director, Assessment
Member	Chuck Marquette	Director, Workforce Development
Member	Paul Long	Professor, English; Curriculum & Instruction Committee Chair
Member	Caleb Yirdaw	Recruiter/Advisor
Member	Carole Quine	Professor, Developmental English; Chair of Student Learning Outcomes Assessment Committee
Member	John Pickett	Professor, English
Member	Anil Malaki	Associate Dean, Natural and Physical Sciences
Member	Tiley Gilyard	Assistant Professor, Respiratory Care
Member	Rasheedah Evans	Student Success Advisor
Administrative Support	Theresa Tunstall	Administrative Assistant, School of Arts & Social Sciences

VI Standard Six: Planning, Resources and Institutional Improvement

WORKING GROUP

This Working Group's focus is how the institutional planning processes, resources and structures align with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.

Research questions to guide this Working Group include the following:

1. Does the College have institutional objectives, both institute-wide and for individual units?
   - A. Are the objectives clearly stated?
   - B. Are the objectives appropriately assessed?
   - C. Are the objectives linked to the College's mission and goals?
   - D. Do the objectives reflect the conclusions drawn from assessment results?
   - E. Are the objectives used for planning and resource allocation?
2. Does the College have clearly documented and communicated planning and improvement processes that provide for constituent participation and incorporate the use of assessment results?
3. Does the College have a financial planning and budgeting process?
   - A. Is the process aligned with the College's mission and goals?
   - B. Is the process evidence-based?
   - C. Is the process clearly linked to the College's strategic plan?
   - D. Is the process clearly linked to individual unit plans?
4. Does the college have the fiscal and human resources as well as the physical and technical infrastructure adequate to support its operations wherever and however programs are delivered?
   - A. What has the college learned as the result of the COVID pandemic?
   - B. Are there still areas for institutional improvement should a significant event disrupting college operations, happen again?
5. Does the College have well-defined decision-making processes and clear assignment of responsibility and accountability?

TABLE 12: STANDARD VI WORKING GROUP

Role	Name	Title
Co-Chair	Anna Lansaw	Director, Procurement
Co-Chair	Peter Farrell	Deputy Chief Information Officer
Member	Mark Conard	Dean, School of Arts & Social Sciences
Member	Kate Zurlage	Assistant Vice President, Facilities
Member	Bob Iweha	Professor, Anatomy & Physiology
Member	Nina Mason	Assistant Director, Human Resources & Payroll
Member	Charles Wilson	Research Analyst II
Member	Denise Holland	Associate Professor and Program Coordinator, Cybersecurity and Assurance; Faculty Senate, Vice President
Member	Sherie Taylor-Daniel	Building Security Officer
Administrative Support	Takiyah Hamilton	Administrative Assistant, Information Technology

6. Does the College conduct comprehensive planning for facilities, infrastructure, and technology?
   - A. How does the College consider sustainability and deferred maintenance?
   - B. How is this planning linked to the College's strategic and financial planning processes?
7. Does the College conduct an annual independent audit to confirm financial viability?
   - A. Does the College have evidence of follow-up on any concerns cited in the audit's accompanying management letter?
8. What are the College's strategies to measure and assess the adequacy and utilization of the College's resources?
9. How does the College periodically assess the effectiveness of planning, resource allocation, institutional renewal processes, and availability of resources?

VII Standard Seven: Governance, Leadership, and Administration

WORKING GROUP

This Working Group's focus is how the institution is governed and administered to allow it to realize its stated mission and goals to effectively benefit the institution, its students, and other constituencies.

Research questions to guide this Working Group include the following:

1. Does the College have a clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for decision making by each constituency?
2. Does the College have a legal constituted governing body?
   - A. Does the governing body serve the public interest?
   - B. Does the governing body ensure that the College clearly states and fulfills its mission and goals?
   - C. Does the governing body have fiduciary responsibility for the College?
   - D. Is the governing body ultimately accountable for the academic quality, planning, and fiscal well-being of the College?
   - E. Does the governing body have sufficient independence and expertise to ensure the integrity of the institution?
   - F. Does the governing body ensure that neither the governing body nor its individual members interfere in the day-to-day operation of the College?
   - G. Does the governing body oversee, at the policy level, the quality of teaching and learning?
   - H. Does the governing body oversee, at the policy level, the approval of degree programs and the awarding of degrees?
   - I. Does the governing body oversee, at the policy level, the establishment of personnel policies and procedures?
   - J. Does the governing body oversee, at the policy level, the approval of policies and bylaws?
   - K. Does the governing body oversee, at the policy level, the assurance of strong fiscal management?
   - L. Does the governing body play a basic policy-making role in financial affairs to ensure integrity and strong financial management?
   - M. Does the governing body appoint and regularly evaluate the performance of the President?

TABLE 13: STANDARD VII WORKING GROUP

Role	Name	Title
Co-Chair	Eileen Waitsman	Controller
Co-Chair	Pat Raines	Bursar/Director, Student Accouting
Member	TBD	Director, Legislative Affairs
Member	Noah Northcott-Grant	Director, English Language Services
Member	Natasha Williams	Director, Testing Center
Member	Petal Sumner	Professor, Mathematics, Program Review & Evaluation Committee; Student Learning Outcomes Assessment Committee
Member	Edna Street-Jones	Professor & Program Coordinator, Dental Hygiene Program
Member	James Revis	Maintenance Carpenter
Administrative Support	Myra McCullough	Administrative Assistant, School of Nursing and Health Professions

6. Guidelines for Reporting

Working Groups will use the following products and forms located in the Appendix, to identify and collate evidence for the Self-Study:

- Evidence Request Form – Interviews, Reports and Data Requests
- Working Group Members Progress Report Form
- Working Group Co-Chairs Progress Report Form
- Action Plan Form – for identifying new or existing opportunities for improvement
- Standard Chapter Drafts and Final Report
- Self-Study Draft and Final Report

In addition, the following resources will also be available:

- Opportunities for training through conferences and webinars provided by MSCHE and the College.
- Comprehensive and accessible SharePoint site which includes MSCHE guidance, exemplars from other institutions, and College documentation for reference.
- Periodic open "drop in" sessions, held virtually, to provide a forum for questions, concerns, and input.

File Management

Using SharePoint as a central hub allows the Working Groups to collate and cross reference information in one location. Teams will have the ability to access data and information relevant to the overall project, via the Evidence Log. Since the SharePoint Site will be housed inside the Baltimore City Community College network, it is private and secure with access to folders being managed through the member administration features within SharePoint.

Folders are front-loaded by Standard's name and number. Members of a Working Group can upload the files inside their Standard's folder.

All files uploaded by Working Group Members should contain the number of the Standard, the criteria being responded to, and the eight-digit date in the format of:

- Standard X_# _YYYYMMDD (for narrative)
- WorkingGroupMembersProgressReport_YYYYMMDD
- WorkingGroupCoChairsProgressReport_YYYYMMDD
- ActionPlanForm_YYYYMMDD
- EvidenceRequestForm_YYYY_Name of Document (for evidence)

The Evidence Log is a running list of all evidence referred to within the Chapter reports, and in the Final Self Study. Each Working Group will use a unique numerical identifier, to categorize each piece of evidence being logged. There is also a notes field for each item in the log, where a brief description of the evidence will be added. For example:

Standard V_001	List of Gen ed courses from the 22-23 catalog (pg 5).

To manage the evidence needs across the Working Groups, an Evidence Request Form will be utilized. The completed forms will be shared with the Steering Committee to coordinate the collection of evidence to prioritize and streamline requests.

6. Guidelines for Reporting, Cont.

STYLE

The College's writing and reference style follows the guidance of the American Psychological Association's APA Style, 7th Edition. Guidelines for document formatting are presented in Table 14. The Core Planning Team has developed templates reflecting this document style for use by the Steering Committee and Working Groups.

TABLE 14: DOCUMENT FORMATTING GUIDE

Item	Setting
Software	Microsoft 365 Word
Margins	1 inch
Font	Cambria 10
Spelling & Grammar	American English
Headers	0.3" from top BCCC Logo (Height: 0.3", Width: 0.86") anchored to top left Top Line: Authoring Group, Small Caps, Right-Justified Second Line: "Baltimore City Community College", Small Caps, Right-Justified
Footers	0.45" from bottom Auto-updated date/time stamp, left-justified, mm/dd/yyyy hh:mm AM/PM Page number, Right-Justified
Paragraphs	Left-Justified Space Before: 0pt Space After: 10 pt Include spacing between paragraphs of the same style No indent
Titles	Bold, Centered Space Before: 0 pt Space After: 15 pt Top Border: Double solid 0.5 pt lines, 6 pt border spacing Top Border: Double solid 0.5 pt lines, 6 pt border spacing
Subtitles	Italic, Small Caps, Left-Justified Space Before: 0 pt Space After: 10 pt
Heading 1	Bold, Left-Justified Bottom Border: Solid 0.25 pt line, 0 pt border spacing Space Before: 24 pt Space After: 0 pt
Heading 2	Bold, Left-Justified Space Before: 24 pt Space After: 0 pt
Tables	See APA Style, 7th Edition

7. Organization of the Final Self-Study Report

Chapter 1: Executive Summary, Compliance Certification, and Requirements of Affiliation

Chapter 2: Baltimore City Community College (BCCC)
- Introduction
- History

Chapter 3: The Self-Study Process

Chapter 4: Standard I – Mission and Goals

Chapter 5: Standard II – Ethics and Integrity

Chapter 6: Standard III – Design and Delivery of the Student Learning Experience

Chapter 7: Standard IV – Support of the Student Experience

Chapter 8: Standard V – Educational Effectiveness Assessment

Chapter 9: Standard VI – Planning Resources, and Institutional Improvement
- Budget Development Process
- Master Plan Updates

Chapter 10: Standard VII – Governance, Leadership, and Administration Policy Development

Chapter 11: Conclusion
- Next Steps

Glossary

Acronyms

Appendices

Format and Structure
The format of the Self-Study will reflect the document and style guidance provided in Section VI: Guidelines for Reporting. Each Standard will be addressed with the following structure:

- Overview
- Process
- Results
- Discussion
- Recommendations

8. Verification of Compliance Strategy

The Verification of Compliance Working Group will consist of the Self-Study Coordinators, various Cabinet members, Director of Financial Aid, and Registrar. This Working Group will be responsible for the verification of the compliance process, including:

- Ensuring MSCHE Verification of Compliance with Accreditation-Relevant Federal Regulations.
- Verifying and documenting institutional compliance as developed by the United States Department of Education and compliance with the MSCHE Requirements of Affiliation.
- Reporting on Compliance with Accreditation-Relevant Federal Regulations the semester before the site visit.
- Reviewing the institution's Compliance Review Report from MSCHE and fulfill any requests for additional information as needed.

9. Self-Study Timetable

TABLE 15: SELF-STUDY TIMETABLE

Category	Item	Dates/Frequency
Core Planning	Self-Study Logistics	Weekly (February – August 2022)
Working Groups	Standards-Based Self-Study	Weekly
Steering Committee	Self-Study Oversight and Guidance	Bi-Weekly
Cabinet Resource Support Team	Self-Study Evidence Preparation	Bi-Weekly
Communications and Events Committee	Self-Study Communications	Bi-Weekly
Verification of Compliance Committee	Self-Study Compliance	Bi-Weekly
Board of Trustees Meetings	Internal and External Stakeholders	Monthly (excluding July and August)
Core Planning	Check-In with Dr. Peavy	July 7, 2022
Communication	College-Wide Kick-Off	August 2022
Milestone	College-Wide Feedback and Discussion – Self-Study Design	October 7, 2022
Communication	Mid-Point Peer Review	October 7, 2022
Milestone	Annual Institutional Update	October 12, 2022
Milestone	Self-Study Design Due	October 25, 2022
Milestone	Self-Study Preparation Visit	November 9, 2022
Communication	Self-Study Update (President's Forum)	End of November 2022
Communication	MSCHE Annual Conference	December 2022
Working Groups	Draft Answers to Research Questions Due	End of January 2023
Communication	College-Wide Feedback and Discussion – Working Group Draft Reports (President's Forum)	February 2023
Milestone	Team Chair Selection	February 2023
Working Groups	Standard Chapter Drafts Due	End of February 2023
Communication	Townhall for Community Partners and Stakeholders	March 2023
Working Groups	Standard Chapter Final Drafts Due	Early May 2023
Communication	College-Wide Feedback and Discussion – Working Group Chapter Drafts	May 2023
Working Groups	Final Chapter Reports Due	June 2023
Steering Committee	Interim Self-Study Draft Due	July 2023
Communication	College-Wide Feedback and Discussion – Self-Study Draft Report (President's Forum)	August 2023
Communication	Townhall for Community Partners and Stakeholders	August 2023
Steering Committee	Final Self-Study Due (Internal)	End of August 2023
Milestone	Annual Institutional Update	September 2023
Communication	Board of Trustees Review	September 2023
Milestone	Self-Study Due (to MSCHE)	Fall 2023
Milestone	Chair's Preliminary Visit	Fall 2023
Milestone	Evaluation Team Visit	Spring 2024
Milestone	Committee on Evaluation Reports	Spring 2024
Milestone	MSCHE Meeting	Spring 2024
Milestone	Commission Action	Spring 2024

10. Communication Plan

COMMUNICATION AND EVENTS COMMITTEE

The Communications and Events Committee will lead the organization and dissemination of information to the College and community throughout the Self-Study process. The Committee is also charged with the organization of communication or related events.

Communication Criteria

- Define audiences in the content to include students, faculty, staff, Board of Trustees, Cabinet, Faculty Senate, BCCC community, and external constituents (ex. Baltimore City Government, State of Maryland, etc.)
- Consider a Project Management Plan to include who, what, when, why, and how for deliverables completion, including dates, responsible party, events, and milestone dates, etc. Responsible parties should update their respective components of the plan each week.
- Incorporate communication channels and platforms such as Outlook email and scheduling, written communications, presentations, meeting schedules and reminders into existing copy. In other words, show how we will communicate.
- Include a measurement plan (survey or focus group, etc.) to ensure that all parties are receiving information about the Self-Study plan. This will determine that there are no gaps in communicating.
- Develop and implement a Positive Messaging Plan that promotes BCCC, Middle States, and the Self-Study process. This will set a positive tone and help sustain momentum about why the process matters. Delivery of messaging can take place using Canvas, email, posters, promotional items, website billboards, etc.
- Define where the Communication Plan is located on SharePoint site.

In order to ensure a Self-Study process that is fully transparent and collaborative, a Communication and Events Committee will be created. Updates will be provided to the entire College Community in the following venues:

Key
▲ Monthly
● Semesterly
■ Ongoing

Communication	Frequency
Board of Trustees meetings	▲
Electronic Steering Committee Communications for all Faculty Staff and Students	▲
President's Forum	●
Institutional Professional Development Days	●
Electronic updates with open access to the internal Self-Study SharePoint site	■
Electronic updates to a dedicated page on the College's website	■
Student Government Association meetings	●
Townhall for community partners and stakeholders	●
Adjunct Professional Development Days	●
Advisory Board meetings	●
Self-study student surveys	●

11. Evaluation Team Profile

EVALUATION TEAM PROFILE

The College seeks an Evaluation Team with expertise in urban community colleges that serve underrepresented populations and students whose responsibilities extend beyond classroom, caring for families and working one or more jobs while attending school. The Evaluation Team should be fluent in comprehensive Liberal Arts and and non-credit workforce and continuing education. Members should have a passion for serving the non-traditional student with creative, evidence-based strategies for holistic adult education.

Team Chair

President or former President; preferably with experience serving at colleges in the process of realignment. Someone with experience with governing boards and collective bargaining/unions.

Team Members

- CAO with broad experience in Liberal Arts and Career and Technical Education (CTE), Dual Enrollment (DE) and developmental education.
- Student Affairs individuals with experience in implementing a Enterprise Resource Planning (ERP) system.
- CFO with experience at state institutions with a high fiduciary responsibility
- The College is very interested in working with an evaluation team with similar challenges and experiences.

Comparable Peers

- Prince George's Community College
- BCCC is the only community college in Maryland that is a State agency; comparable peers are difficult to identify.

Aspirational Peers

- Community College of Philadelphia

Competitor Institutions

- Community College of Baltimore County
- Anne Arundel Community College
- Harford Community College

12. Evidence Inventory Strategy

Evidence will be housed in the College's Middle States SharePoint Site. Each Working Group will have access to their own folder within this site. Working Groups will identify and upload evidence to their designated folder using the naming conventions previously discussed.

Evidence Request Forms will be used to assist Working Group members in collecting needed information to support the respective standards. Each Working Group will have their own Evidence Log containing Standard, log number, title, and URL.

The Steering Committee will create a final Evidence Log as part of finalizing the Self-Study Report.

Supporting Documents
Quantitative and qualitative data points will be evaluated in conjunction with the College's policies, processes, and supporting documents for each Standard.

Standard I – Mission and Goals
- Realignment Plan
- Strategic Plan
- Facilities Master Plan
- Technology Plan
- Academic Master Plan
- Strategic Enrollment and Retention Plan

Standard II – Ethics and Integrity
- Strategic Plan
- Policies and Procedures
- Realignment Plan
- Student Code of Conduct
- Academic Program Handbooks
- College Catalog

Standard III – Design and Delivery of the Student Learning Experience
- Curriculum and Instruction Processes
- Curriculum Mapping
- Enrollment Data
- Program Goals and Learning Outcomes
- Realignment Plan

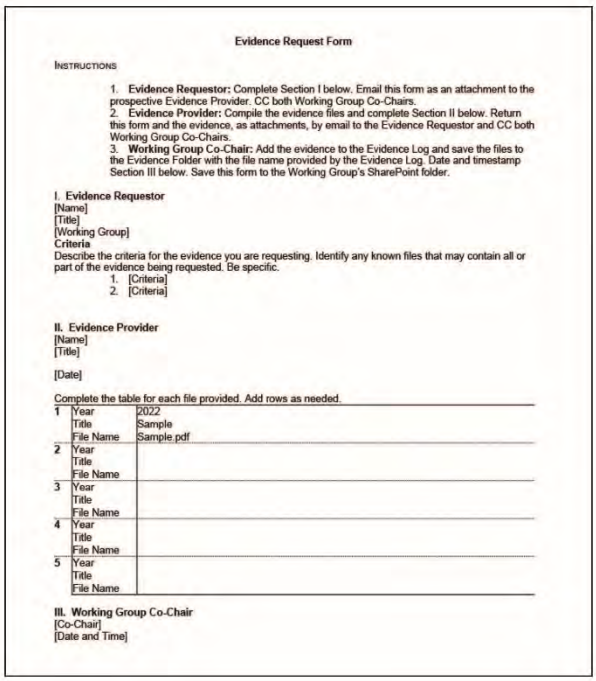
Standard IV – Support of the Student Experience
- Advising Manual
- Diversity, Equity, Inclusion & Accessibility Plan
- Realignment Plan
- Strategic Enrollment and Retention Plan
- Student Support and Wellness Processes
- Student Success Center Processes
- Grant Funded Initiatives
- Library Resources & Services
- Tutoring Processes

Standard V – Educational Effectiveness Assessment
- Assessment Guide
- Course-Level Student Learning Outcomes
- Curriculum Mapping
- Enrollment and Grade Data
- Learning Improvement Plans
- Program Learning Outcomes
- Program Review and Evaluation Process and Outcomes
- Realignment Plan
- Student, Faculty, and Advisory Group Feedback

Standard VI – Planning, Resources, and Institutional Improvement
- Maryland State Plan for Post-Secondary Education
- Performance Accountability Report
- Managing for Results Report
- Realignment Plan
- Audited Financial Statements and Reports
- Strategic Plan
- Auxiliary Enterprises
- Facilities Master Plan
- Information Technology Plan
- Budget Process

Standard VII – Governance, Leadership, and Administration
- Board of Trustees By-Laws
- Realignment Plan
- Strategic Plan
- State Oversight Processes and Reporting
- State Legislation
- Federal Reporting

13. Appendix



Evidence Request Form

INSTRUCTIONS

1. **Evidence Requestor:** Complete Section I below. Email this form as an attachment to the prospective Evidence Provider. CC both Working Group Co-Chairs.
2. **Evidence Provider:** Compile the evidence files and complete Section II below. Return this form and the evidence, as attachments, by email to the Evidence Requestor and CC both Working Group Co-Chairs.
3. **Working Group Co-Chair:** Add the evidence to the Evidence Log and save the files to the Evidence Folder with the file name provided by the Evidence Log. Date and timestamp Section III below. Save this form to the Working Group's SharePoint folder.

I. Evidence Requestor
[Name]
[Title]
[Working Group]
Criteria
Describe the criteria for the evidence you are requesting. Identify any known files that may contain all or part of the evidence being requested. Be specific.
1. [Criteria]
2. [Criteria]

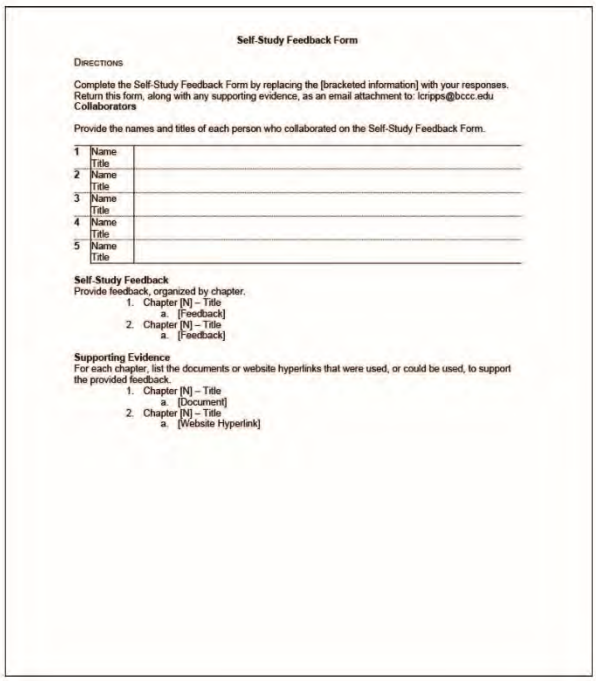
II. Evidence Provider
[Name]
[Title]

[Date]

Complete the table for each file provided. Add rows as needed.

1	Year	2022
	Title	Sample
	File Name	Sample.pdf
2	Year	
	Title	
	File Name	
3	Year	
	Title	
	File Name	
4	Year	
	Title	
	File Name	
5	Year	
	Title	
	File Name	

III. Working Group Co-Chair
[Co-Chair]
[Date and Time]



Self-Study Feedback Form

DIRECTIONS

Complete the Self-Study Feedback Form by replacing the [bracketed information] with your responses. Return this form, along with any supporting evidence, as an email attachment to: lcripps@bccc.edu
Collaborators

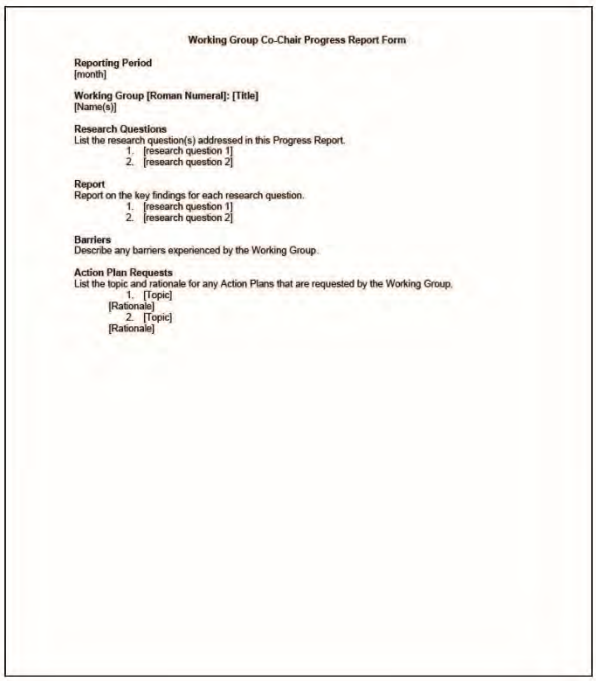
Provide the names and titles of each person who collaborated on the Self-Study Feedback Form.

1	Name	
	Title	
2	Name	
	Title	
3	Name	
	Title	
4	Name	
	Title	
5	Name	
	Title	

Self-Study Feedback
Provide feedback, organized by chapter.
1. Chapter [N] – Title
   a. [Feedback]
2. Chapter [N] – Title
   a. [Feedback]

Supporting Evidence
For each chapter, list the documents or website hyperlinks that were used, or could be used, to support the provided feedback.
1. Chapter [N] – Title
   a. [Document]
2. Chapter [N] – Title
   a. [Website Hyperlink]

13. Appendix, Cont.



Working Group Co-Chair Progress Report Form

Reporting Period
[month]

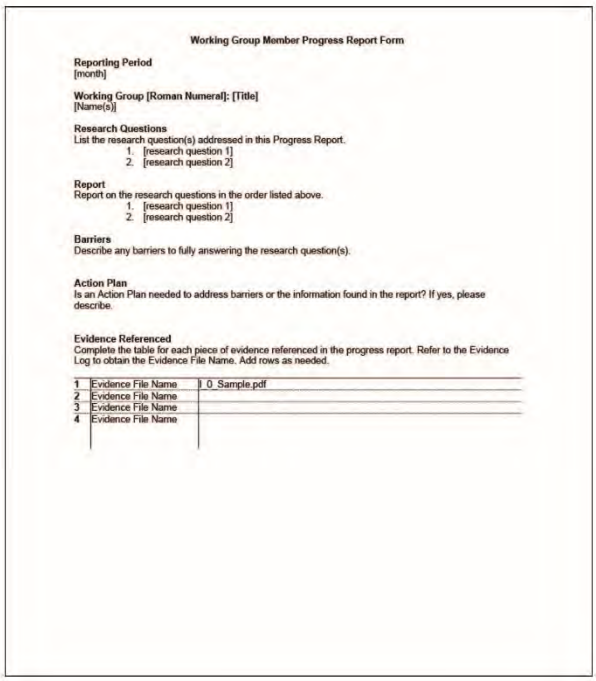
Working Group [Roman Numeral]: [Title]
[Name(s)]

Research Questions
List the research question(s) addressed in this Progress Report.
1. [research question 1]
2. [research question 2]

Report
Report on the key findings for each research question.
1. [research question 1]
2. [research question 2]

Barriers
Describe any barriers experienced by the Working Group.

Action Plan Requests
List the topic and rationale for any Action Plans that are requested by the Working Group.
1. [Topic]
[Rationale]
2. [Topic]
[Rationale]



Working Group Member Progress Report Form

Reporting Period
[month]

Working Group [Roman Numeral]: [Title]
[Name(s)]

Research Questions
List the research question(s) addressed in this Progress Report.
1. [research question 1]
2. [research question 2]

Report
Report on the research questions in the order listed above.
1. [research question 1]
2. [research question 2]

Barriers
Describe any barriers to fully answering the research question(s).

Action Plan
Is an Action Plan needed to address barriers or the information found in the report? If yes, please describe.

Evidence Referenced
Complete the table for each piece of evidence referenced in the progress report. Refer to the Evidence Log to obtain the Evidence File Name. Add rows as needed.

1	Evidence File Name	I_0_Sample.pdf
2	Evidence File Name	
3	Evidence File Name	
4	Evidence File Name	

13. Appendix, Cont.

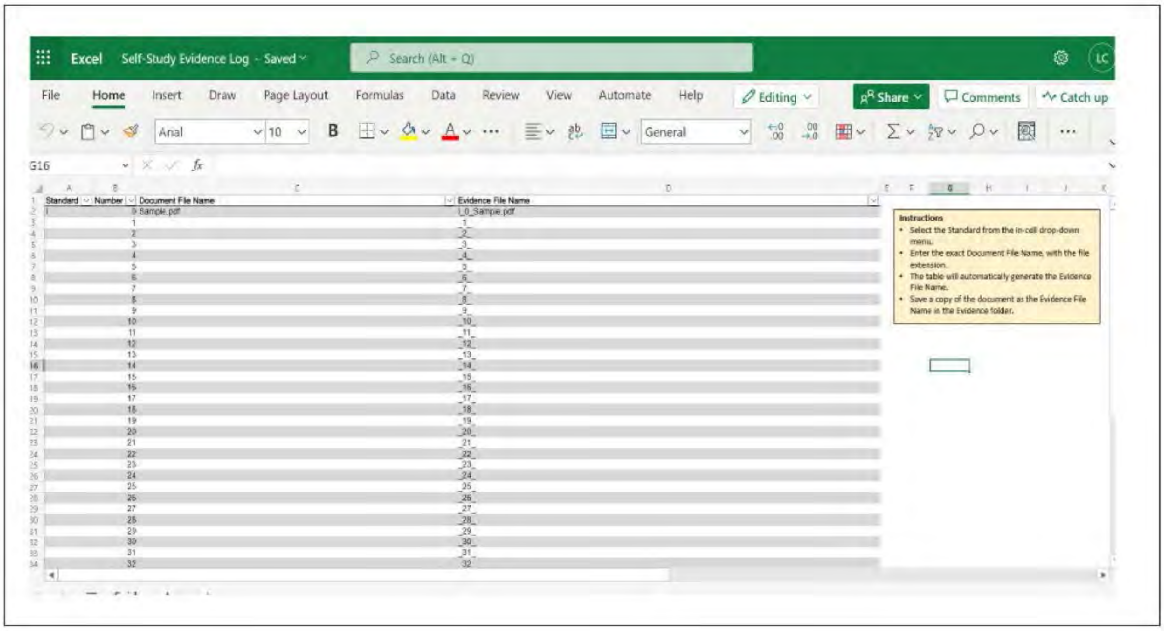


EXHIBIT 12.02 Board of Trustees Meeting September 20, 2023 – President's Update

BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees Meeting
September 20, 2023

President's Update

"Our Center"

Students First

Students First

Students First

BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees Meeting
September 20, 2023

President's Update

Middle States Commission on Higher Education (MSCHE) Timeline

- Working Group, Self-Study Draft #2 Meetings, June 8, 15, 22, 29
- Cabinet & Staff, Self-Study Draft #3, July 20-August 10, 2023
- Faculty & Staff Professional Development (Strat. Planning, Draft #3 Update, Working Group Mtgs)
- MSCHE Conference, December 4 - 6, 2023
- Self-Study Team Chair BCCC Campus Visit, December 8, 2023
- Self-Study Draft #4 Deadline, October 15, 2023
- Self-Study Draft #5 Deadline, December 15, 2023
- Final Self-Study Draft Deadline, February 1, 2024
- Self-Study Reports Due to MSCHE, March 15, 2024
- Self-Study Team Campus Visit, April 28 - May 1, 2024

BALTIMORE CITY COMMUNITY COLLEGE

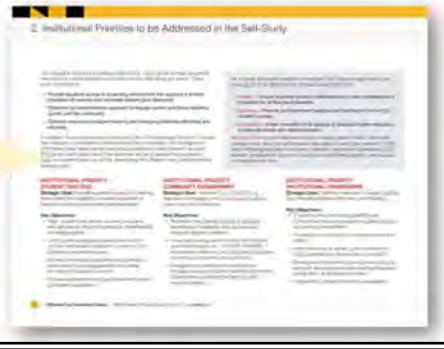
Board of Trustees Meeting
September 20, 2023

President's Update

Middle States Commission on Higher Education (MSCHE)

- Middle States Outcome: Update Strategic Plan
- Refresh Institutional Goals & Objectives
  - Integrate Realignment Tasks
  - Integrate MSCHE Standards & Academic Accredited Program Standards
  - Align w/ PAR & MFR KPIs
- Develop Unit Level Action Plans
- Update Master Plans
- Update Mission, Vision & Values (Institutional/Departmental)

… the 12 Realignment Tasks the College was charged to complete by the Maryland State Legislature. The College has embedded these tasks into the everyday operations of each division. As such, through this Self-Study, one of the outcomes will be to assess the progress of these realignment tasks as part of developing the College's next, comprehensive strategic plan.



BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees Meeting
September 20, 2023

President's Forum

"Institutional Priorities"

INSTITUTIONAL PRIORITY: STUDENT SUCCESS

Strategic Goal: Provide equitable access to a learning environment that supports a diverse population of learners and promotes student goal attainment.

Key Objectives:

- Align, support and deliver courses, programs, and services to ensure progression, transferability and employability.
- Utilize contemporary educational methods to improve and advance students' academic and workforce preparation goals.
- Enhance the student experience by increasing awareness of and engagement with college activities and support services.
- Increase persistence and goal attainment across all student populations.

INSTITUTIONAL PRIORITY: COMMUNITY ENGAGEMENT

Strategic Goal: Implement a comprehensive approach to engage current and future students, alumni, and the community.

Key Objectives:

- Reposition the College's brand to increase awareness of programs and services and highlight targeted initiatives.
- Grow partnerships with business and industry, government agencies, community members, educational institutions, and all potential partners in serving our students and community.
- Strengthen partnerships to promote and increase access to student learning and transfer opportunities, collaborative planning, and resource sharing.

INSTITUTIONAL PRIORITY: INSTITUTIONAL FRAMEWORK

Strategic Goal: Optimize resources to support existing and emerging initiatives effectively and efficiently.

Key Objectives:

- Ensure facilities, technology, staffing and instructional resources support a quality learning and working environment.
- Promote an environment of professionalism and civility.
- Invest resources to attract, grow and retain a highly-qualified and diverse faculty and staff.
- Develop and implement a plan to ensure faculty and staff knowledge retention and fluid transition during times of employee turnover.
- Improve the College's financial sustainability.

BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees Meeting
September 20, 2023

President's Update

Strategic Planning

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Strategic Planning
An adaptive, community-engaged experience that leverages organizational strengths for growth and change.

Student Success & Retention
Learn how a comprehensive student success strategic plan designed and delivered through a multi-year partnership could benefit your campus.

Architecture
Designing spaces that promote student engagement and community belonging.

Campus Planning
Intentional planning for learning spaces.

25+	3	100+	500	500K+
Years of Experience w/ Colleges & Universities	Areas of Focus: Strategy, Student Success, Space & Place	Campus Engaged Engaged Each Years	Higher Education Clients Since 1955	Students Positively Impacted

BALTIMORE CITY COMMUNITY COLLEGE

Board of Trustees Meeting
September 20, 2023

President's Update

Strategic Planning Phases

Phase 1: Getting Started - Strategic Ideation

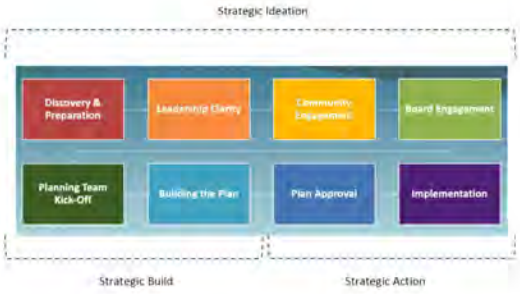
Step 1: Presidential Touchpoint
Step 2: Leadership Diagnostics
Step 3: Discovery Resources
Step 4: Leadership Team Retreat
Step 5: Community Engagement
Step 6: Board Retreat

Phase 2: Pulling it Together – Strategic Build

Step 7: Planning Team One
Step 8: Theme Teams
Step 9: Planning Team Two

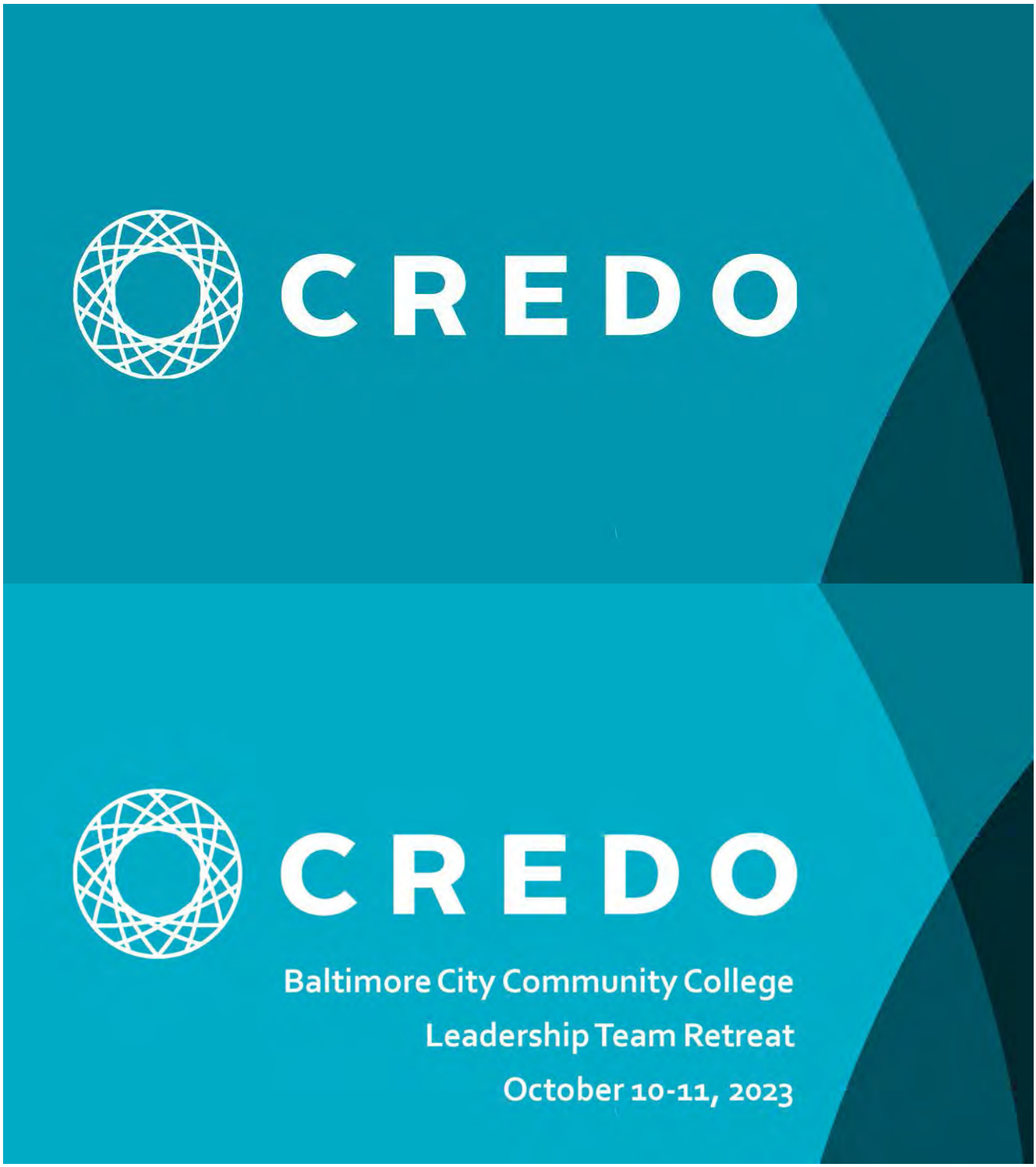
Phase 3: Living Out the Plan – Strategic Action

Step 10: Community Affirmation & Board Approval
Step 11: Software and Project Plan Development
Step 12: Implementation Support



September 2023 through September 2025

EXHIBIT 12.03 ***CREDO Leadership Engagement for Strategic Planning | October 10-11, 2023***



What Success Looks Like

Day One

- Introductions
- Thriving Framework and Diagnostic Results
- Destination Activity
- Transformative Ideas
- Possible Review of Key Performance Indicators

Day Two

- Map Presentation
- Map Edits
- Looking Ahead

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Culture, Context & Readiness for Change

Pivotal Years for Higher Ed

30,000 Feet

Your leadership does not exist in a vacuum…

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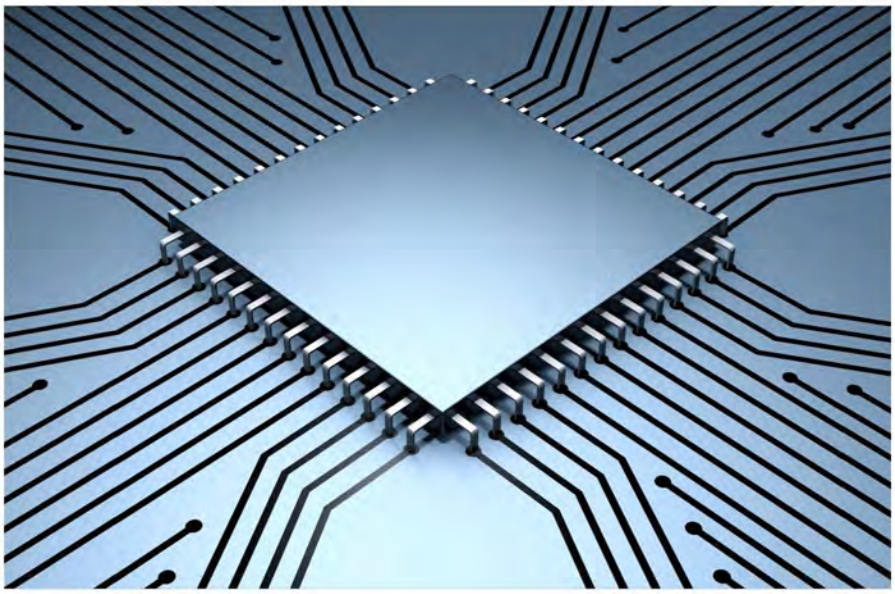
- Talent War
- Shifting Workforce Demands
- National Ideological Divide
- Business Model Challenges
- Cost & Affordability
- Rising Discount Rates
- Student Mental Health
- Declining TUG Enrollment
- Changing Demographics
- Pace/Volume of Change
- Leadership Turnover
- Demand for Inclusive Leadership
- Challenge to Value Proposition
- Unbundling
- Micro-credentials
- Competency-Based Education
- Shared Governance
- Drop in National Retention Averages
- Pandemic Impact on Student Learning & Readiness
- Ransomware Attacks
- Link to Career Readiness
- Regulatory Uncertainty
- Accreditation Demands
- Global Exhaustion
- AI

Higher Ed Landscape

CREDO

Discuss...

Which of these elements of the higher education landscape is currently having the strongest impact on you, your functional area, or your institution?



CREDO

10,000 Feet

CREDO

What's helping or hurting our progress?

Vision | Skills | Incentives | Resources | Action Plan | Trust = Alignment & Success

Where do we have strengths that we can celebrate and build upon?

Where are we most vulnerable?

Knoster's Model for Complex Change Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

1

What's helping or hurting our progress?

Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Sabotage
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	False Starts
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Frustration
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Resistance
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Anxiety
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Confusion
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success

CREDO

Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

2

What's helping or hurting our progress?

Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Sabotage
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	False Starts
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Frustration
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Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Confusion
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success

What behaviors or emotions are we seeing that might point to a deficit we need to address?

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Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

Strategy & The Thriving Framework

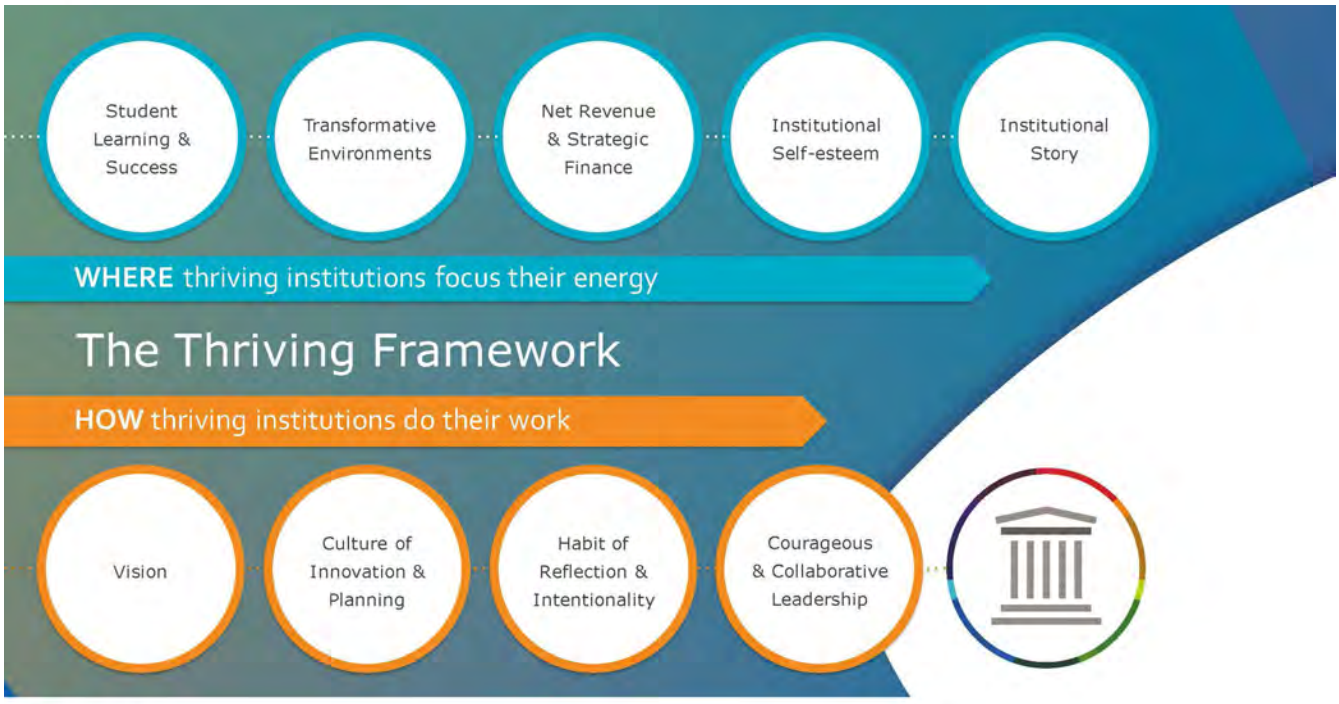
Project Overview: Baltimore City Community College

CREDO

Three key elements in strategic planning

Prioritizing your actions
~
Telling your story
~
Measuring your progress

CREDO



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Diagnostic Participants

- Debra McCurdy, President
- Maria Rodriguez, General Counsel
- Michael Rading, Chief Information Officer
- Jackie Hill, Chief Academic Officer
- Lyllis Green, Chief Internal Auditor
- Michael Thomas, Vice President for Workforce Development and Continuing Education
- Becky Burrell, Vice President for Institutional Effectiveness
- Jade Borne, Vice President for Student Affairs
- Aubrey Bascombe, Vice President for Finance and Administration
- Gussener Augustus, Vice President for Advancement

CREDO

Culture of Planning and Innovation

Thriving institutions create bold, living plans, paying close attention to connection and communication with the entire campus community.

- Planning reflects clarity, transparency, and agility.
- Planning is collaborative, but efficient.
- Planning is focused around action.
- Budget planning is aligned with strategic initiatives.
- Time for innovation and strategy replaces the time for word-smithing and operational issues.

Culture of Planning and Innovation

Thriving institutions create bold, living plans, paying close attention to connection and communication.

Are there game changers in your strategic plan?
Is more time spent on strategic efforts versus operational items?
Are priorities and future planning connected to vision and budget?
Is leadership open to new—even radical—ways to achieve goals?
How does the plan lead to effective strategic action?
Do people in your organization have permission to be bold?

6

INSTITUTIONAL SELF-ESTEEM

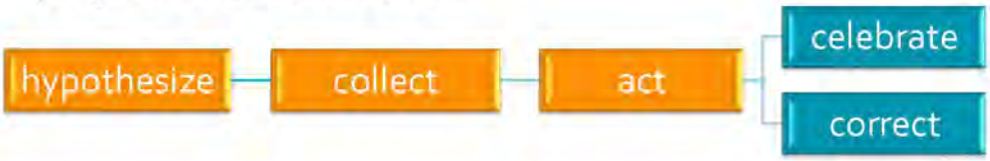
Thriving institutions are proud of the work they do.

Strategic investments are made in people, programs, and places.
The campus community is consistently and strategically affirmed.
Levels of constituency engagement are increasing.
The institution teaches well the students it has.
Students seek out the institution and stay.
Elements of regional and national visibility are leveraged.

Habit of Reflection and Intentionality

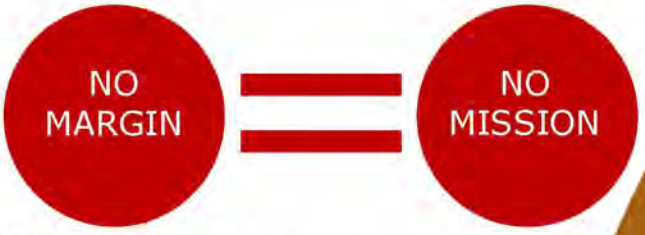
Thriving institutions habitually ask themselves if what they are doing is working, and if not, they change

- Collected data is used strategically, evaluated for relevance and usefulness and considered when making course corrections.
- Both leading and lagging indicators are used to evaluate progress and weaknesses.



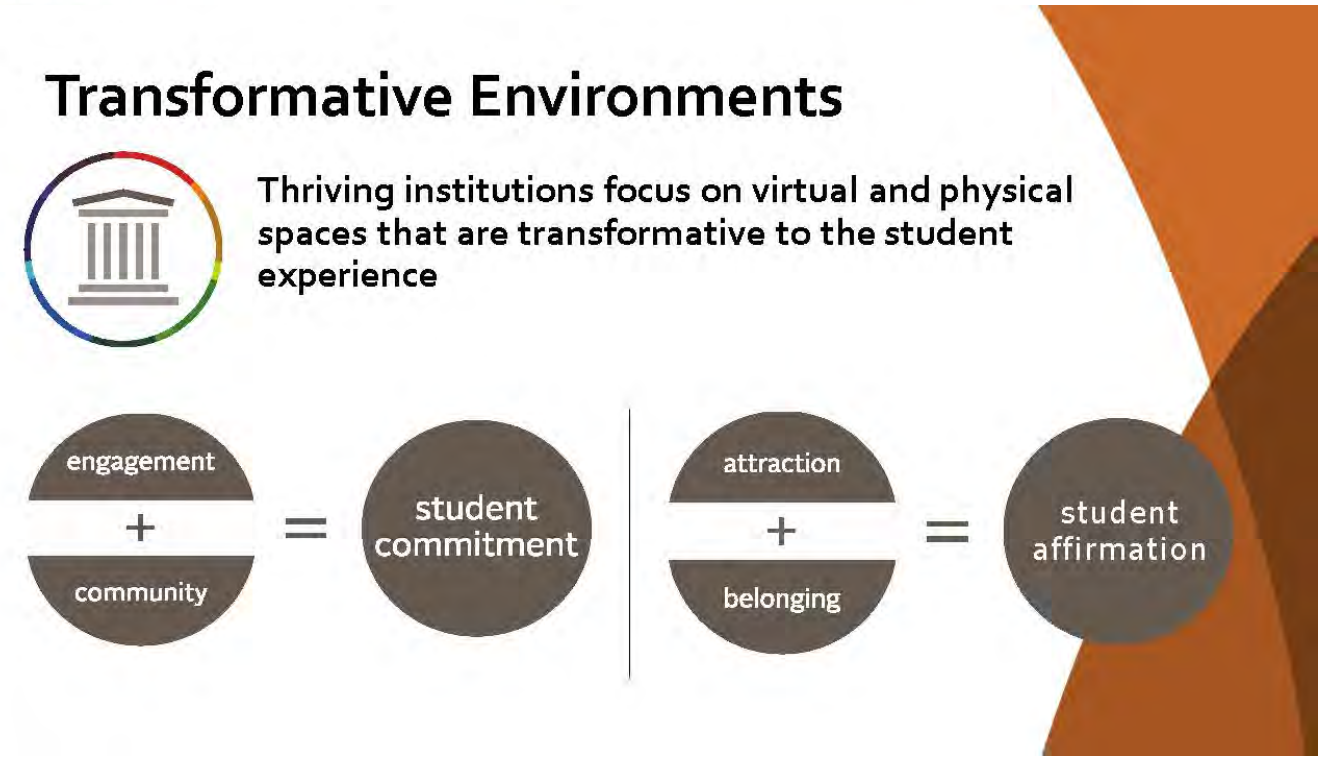
Net Revenue & Strategic Finance

Thriving institutions recognize that the execution of their mission and vision is dependent upon financial health.



- Metrics are established and used for adding and deleting programs.
- The budget process is conservative and predictive financial models are being used to inform decision making
- The unit is informed about financial literacy in higher education.

The Seven Legal Ways to get Resources
1
Grow more new students, better retention
2
Raise annual fund, campaign, major gifts, grants, increased state funding
3
Borrow bond issue, other forms of traditional financing, borrow from yourself
4
Shift (the hardest way) stop doing something to do something else and/or do less of one thing to do more of another
5
Focus get more with existing resources through training and raising awareness
6
Alternate create new revenue streams
7
Partner a continuum with cooperation on one end and merger on the other
CREDO
33


Transformative Environments
Thriving institutions focus on virtual and physical spaces that are transformative to the student experience
engagement
+
community
=
student commitment
attraction
+
belonging
=
student affirmation

Transformative Environments

Thriving institutions focus on virtual and physical spaces that are transformative to the user experience.

How are physical and virtual interactions connected to your story and culture?

Do your spaces facilitate interaction, collaboration, and engagement?

Are your spaces welcoming and easy to navigate?

How is the value proposition reflected in visuals, location, and hospitality?

Institutional Story

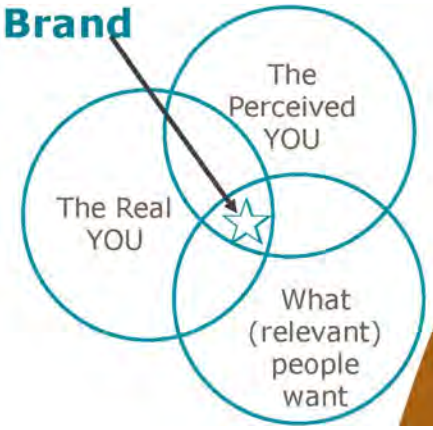
Thriving institutions know who who they are, know their constituents and influencers, and communicate clearly and strategically

Who is your primary audience?

How do they perceive you?

How do you want your primary audience to perceive you?

Where is the disconnect, if any?



Courageous and Collaborative Leadership

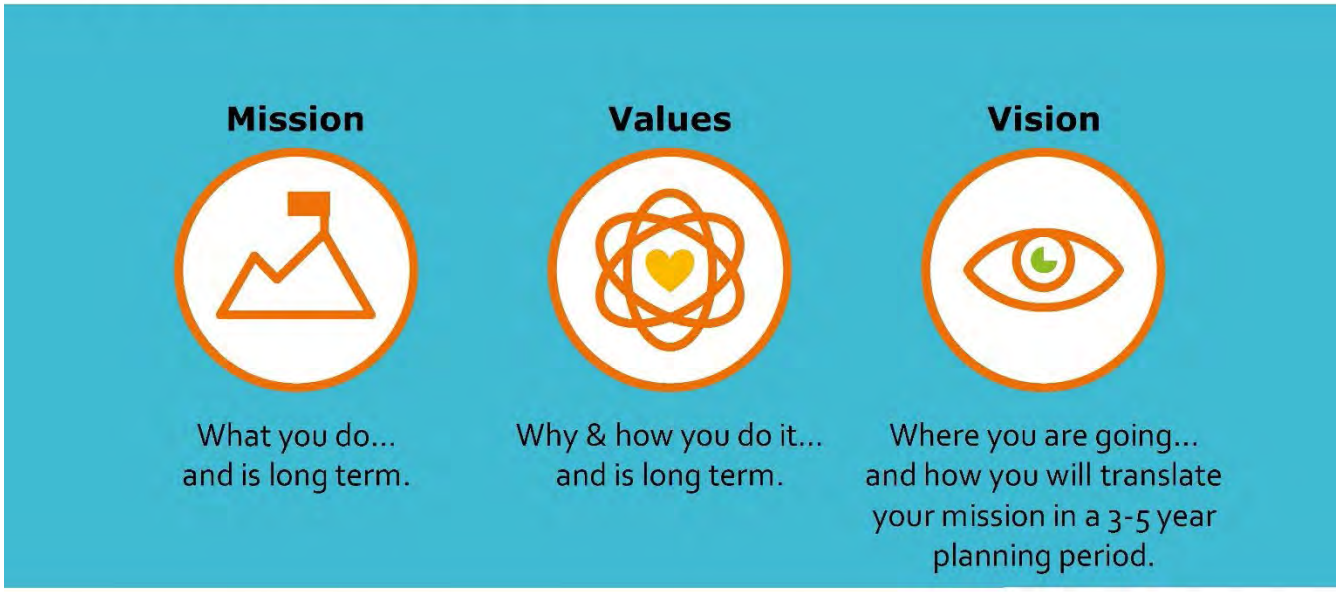
Thriving institutions know that urgent times call for strong leadership grounded in trust, collaboration, and action.

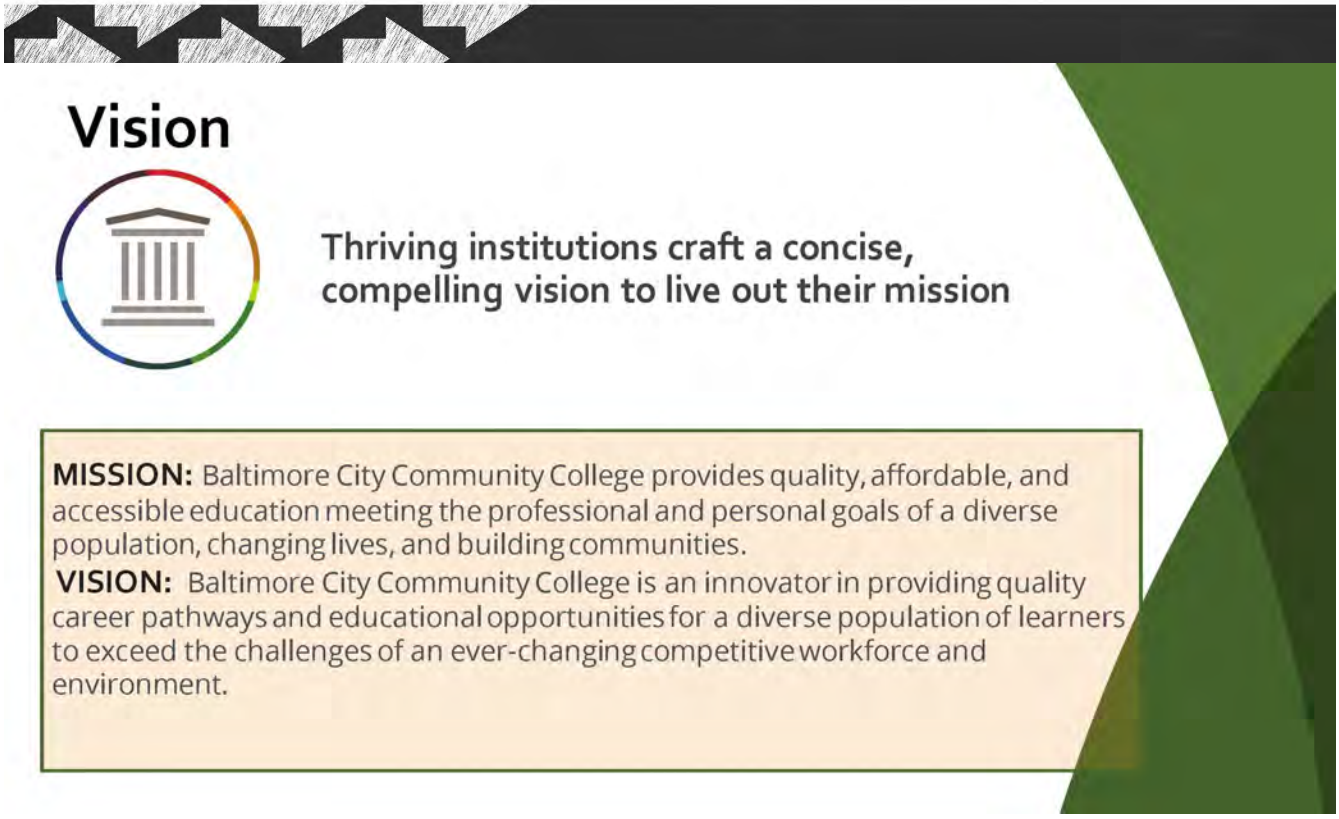
Do you strike an appropriate balance between collaboration and decision-making?
Is the decision-making process clear and transparent?
Do internal areas have the ability to lead change efforts?
Where does politics impede or enhance your ability as leaders to build trust, work collaboratively, and take action?

Compelling Vision

Thriving institutions experience momentum through a shared, clearly defined, communicated vision.

49


Mission
What you do... and is long term.
Values
Why & how you do it... and is long term.
Vision
Where you are going... and how you will translate your mission in a 3-5 year planning period.


Vision
Thriving institutions craft a concise, compelling vision to live out their mission
MISSION: Baltimore City Community College provides quality, affordable, and accessible education meeting the professional and personal goals of a diverse population, changing lives, and building communities.
VISION: Baltimore City Community College is an innovator in providing quality career pathways and educational opportunities for a diverse population of learners to exceed the challenges of an ever-changing competitive workforce and environment.

In the end,
it all comes back to your
students.
CREDO
Destination Activity
CREDO

Transformative Ideas

CREDO

10,000 Feet

CREDO

What's helping or hurting our progress?

Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success

Where do we have strengths that we can celebrate and build upon?

Where are we most vulnerable?

Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

What's helping or hurting our progress?

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Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Confusion
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success

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Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

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What's helping or hurting our progress?

Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Sabotage
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	False Starts
Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Frustration
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Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success

What behaviors or emotions are we seeing that might point to a deficit we need to address?

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Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

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Reviewing Key Performance Indicators

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ACTION FOLLOWS BELIEF
Thank you!
ACTION FOLLOWS BELIEF
DAY TWO

Points of Pride and Reflection

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Success for today looks like…

- Reviewing key principles of strategy
- Reviewing balanced scorecard
- Reviewing Credo's Strategy Map tool
- Introducing the Baltimore City Community College Strategy Map
- Giving the map some love
- Discussing next steps

Three key elements in strategic planning

Prioritizing your actions
~
Telling your story
~
Measuring your progress

CREDO

What is Strategy? Michael E. Porter

- *An organization must deliver **greater value to customers** or create **comparable value at a lower cost**, or **do both***
- *Strategy is the creation of a unique and valuable position, involving a **different** set of activities*
- *The essence of strategic positioning is to choose activities that are **different** from rivals'*
- *Strategy is creating **focus** among a company's many activities*
- *The success of a strategy depends on doing **many things well** – not just a few – and **integrating among them***

Harvard Business Review | *10 Must Reads on Strategy*

What is Strategy? Michael E. Porter

- *Strategy is making trade-offs in competing. The essence of strategy is* ***choosing what*** **not** ***to do***
- *Attempts to compete in several ways at once* ***create confusion*** *and* ***undermine*** *organizational* ***motivation and focus***
- *Deepening a position involves making the company's activities* ***more distinctive***, ***strengthening fit***, *and* ***communicating*** *the strategy better to those customers who should value it*
- *Strong leaders willing to make choices are essential*

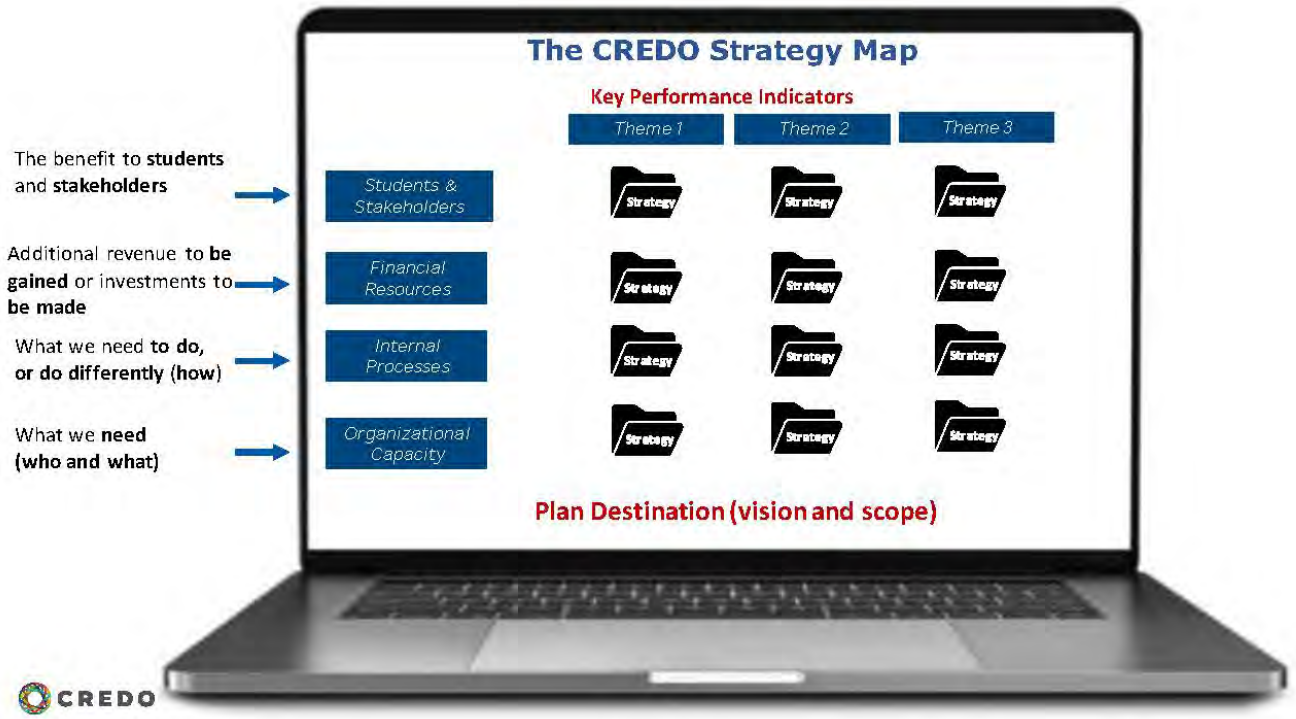
Harvard Business Review | *10 Must Reads on Strategy*

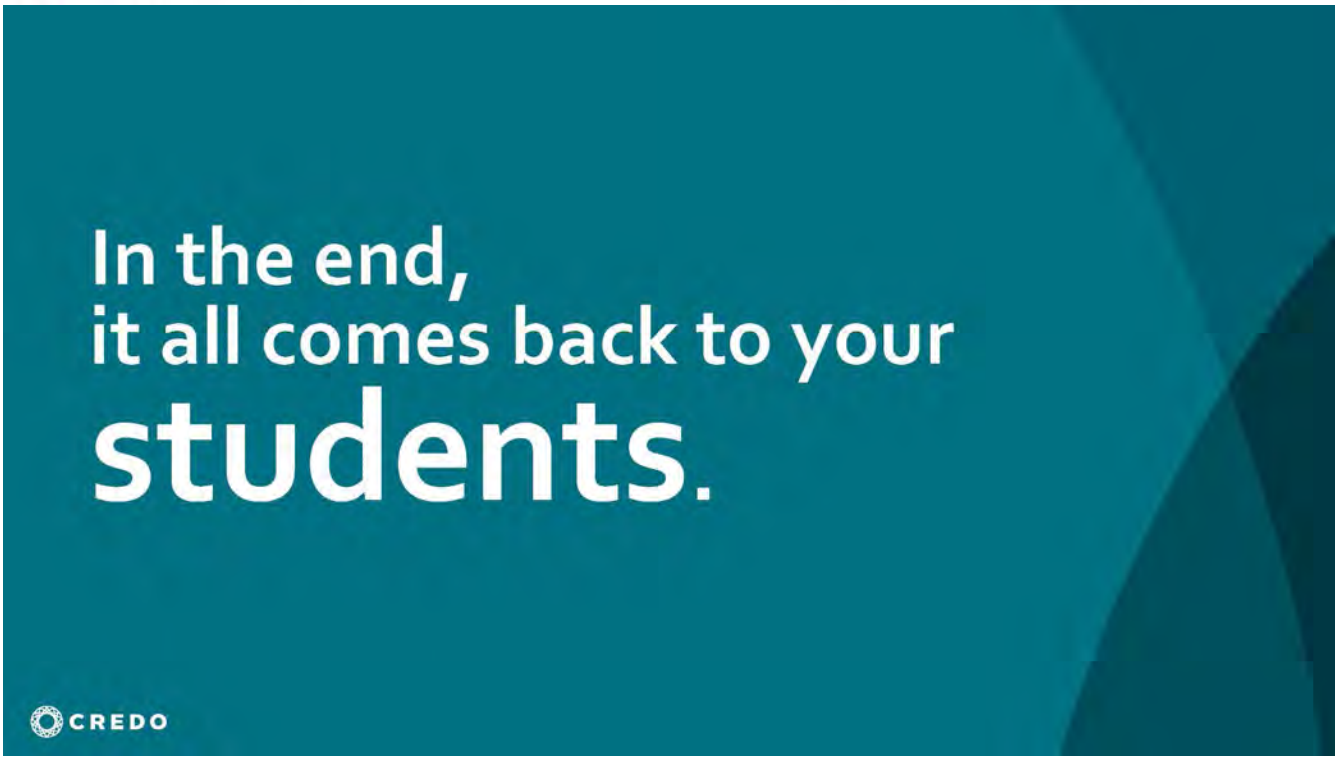
Strategy Maps | Kaplan and Norton

Implementing a strategy begins with educating those who have to execute it

- Links long-term strategy with short-term actions
- Helps translate the vision
- Communicates, balances, and links – up, down and across
- A simple visual Strategy Map: tells a story, organizes work, displays priorities, shows integration

Harvard Business Review | *10 Must Reads on Strategy*


The CREDO Strategy Map
Key Performance Indicators
Theme 1
Theme 2
Theme 3
The benefit to students and stakeholders
Students & Stakeholders
Additional revenue to be gained or investments to be made
Financial Resources
What we need to do, or do differently (how)
Internal Processes
What we need (who and what)
Organizational Capacity
Strategy
Plan Destination (vision and scope)
CREDO


In the end,
it all comes back to your
students.
CREDO

Project Overview: Baltimore City Community College

CREDO

Campus Engagement Discussion

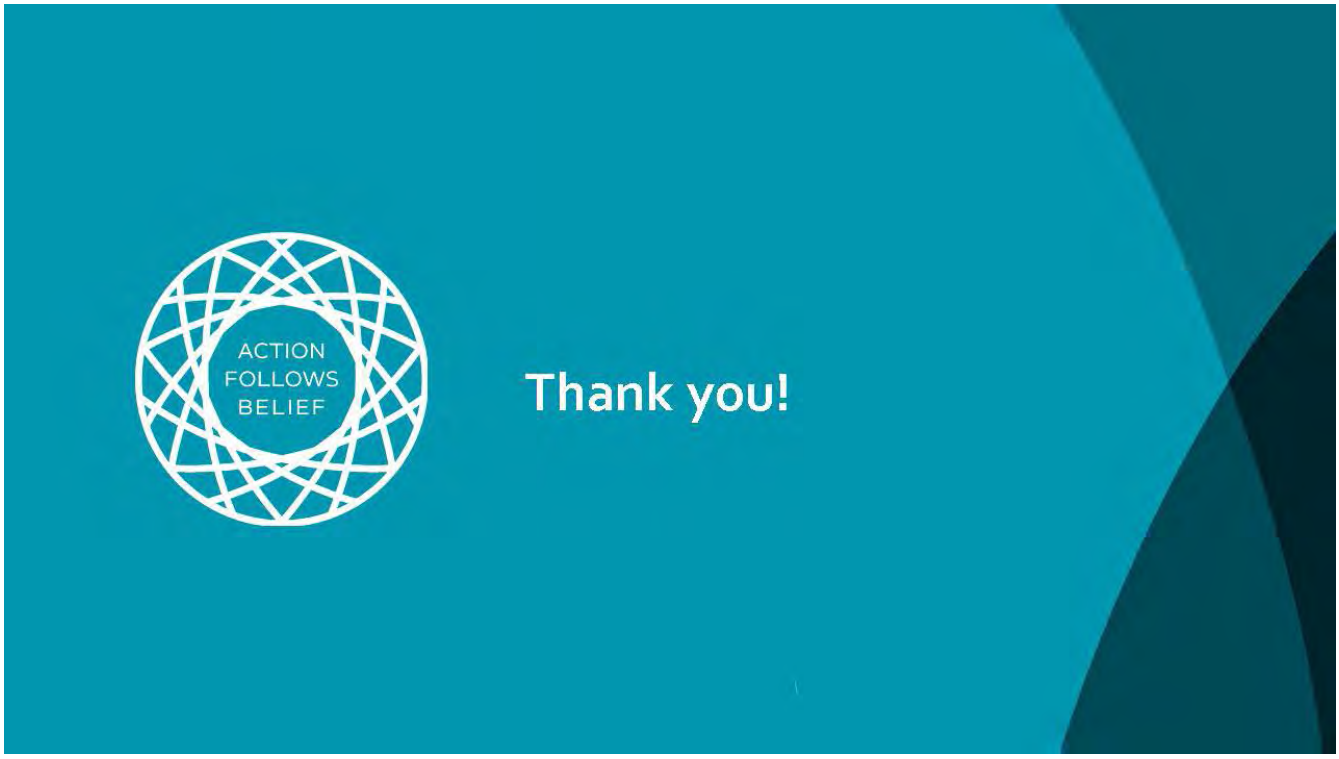
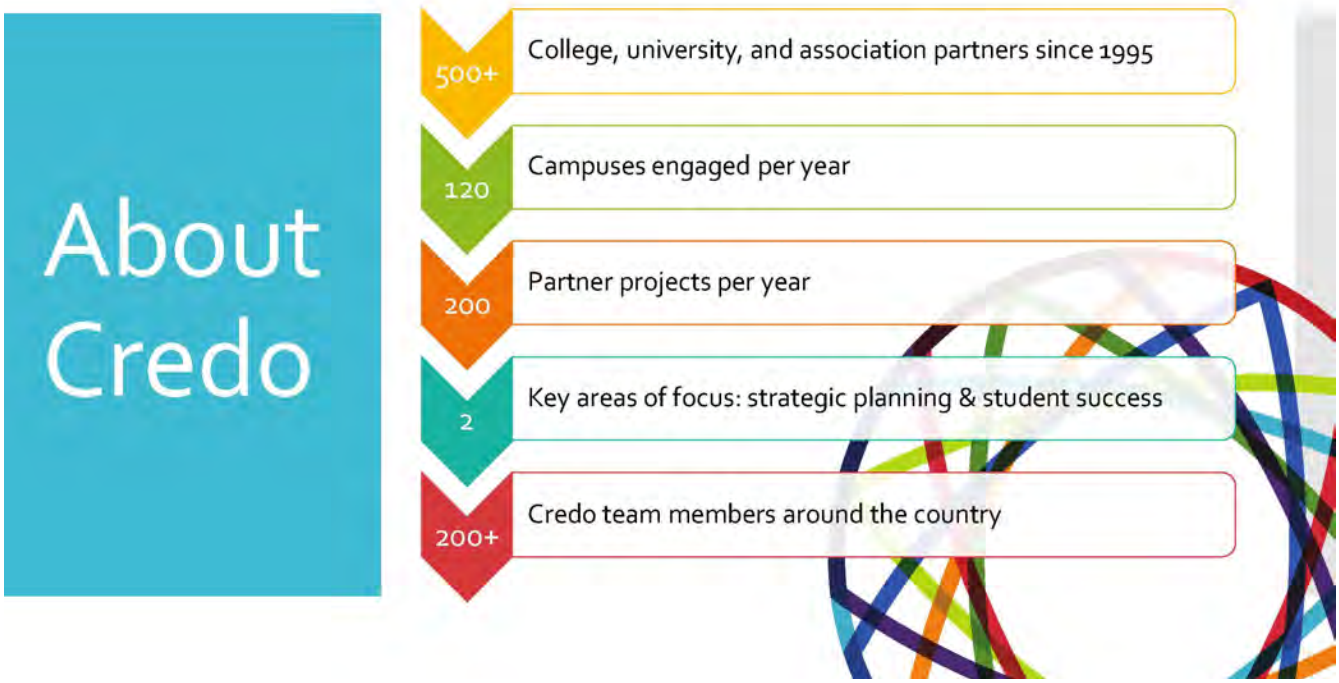

ACTION
FOLLOWS
BELIEF
Thank you!

EXHIBIT 12.04 CREDO Board of Trustees Engagement for Strategic Planning | December 20, 2023


About Credo
500+
College, university, and association partners since 1995
120
Campuses engaged per year
200
Partner projects per year
2
Key areas of focus: strategic planning & student success
200+
Credo team members around the country

A few of our partners
Duke University
St. Olaf College
Mount Saint Mary's University Los Angeles
Austin Community College District
Ohio Wesleyan University
NC State University
Spelman College
A Choice to Change the World
St Ambrose University
Wittenberg University
Villa Maria College
Wake Forest University
Northeastern University
Macalester
Franklin & Marshall College
Lewis University
Moravian College
UCSF
University of California San Francisco
1865 Rider University
Tougaloo College
Brevard College
Brevard, North Carolina
California Lutheran University
Valparaiso University
Scripps
The Women's College · Claremont ·
Morehouse College
Felician University
Gwynedd Mercy University
Marian University
Indianapolis

Introductions

Name, Years on Board, & Committee Membership /Leadership Role

What is strong at Baltimore City Community College? What are you proud of?

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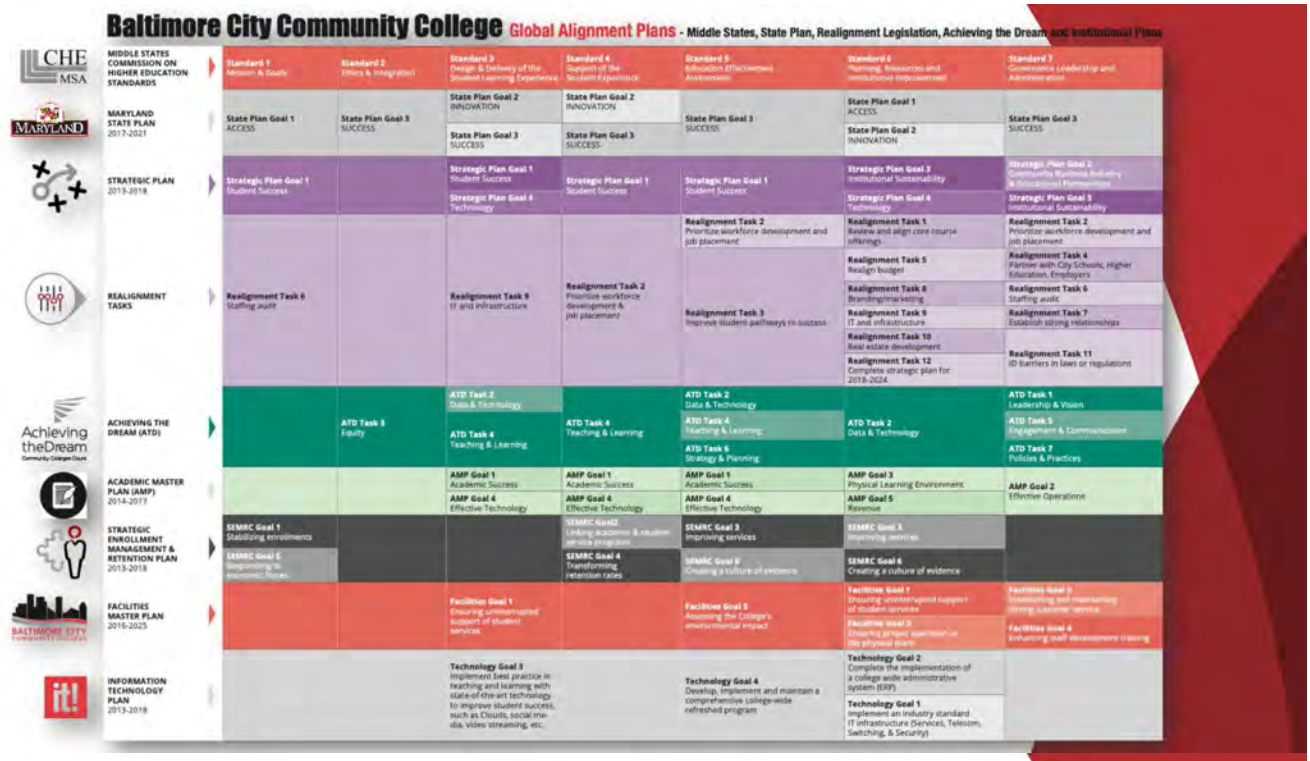
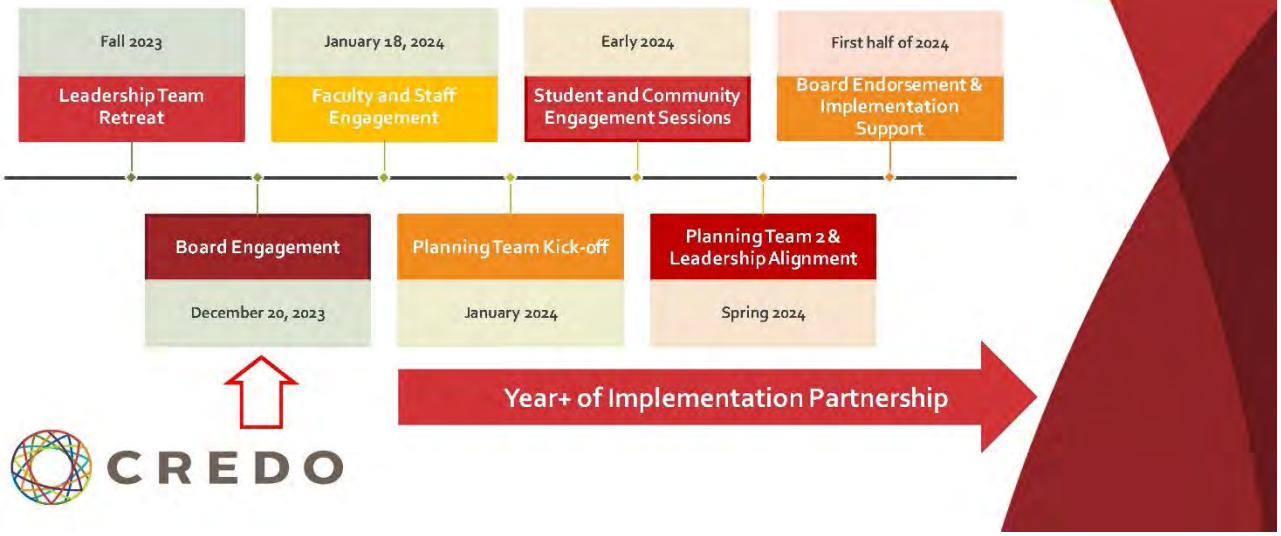
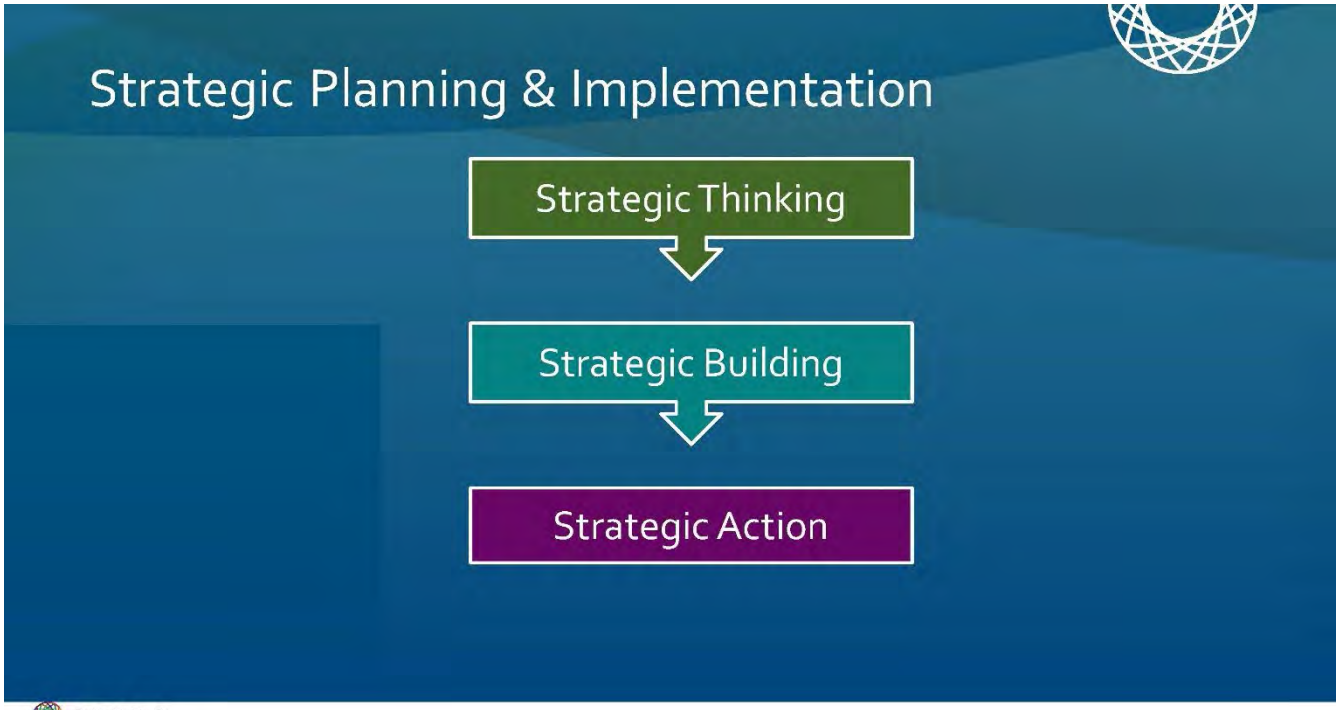
Strategic Planning at

BCCC
Baltimore City Community College



Credo: A Deep Partnership with Baltimore City Community College

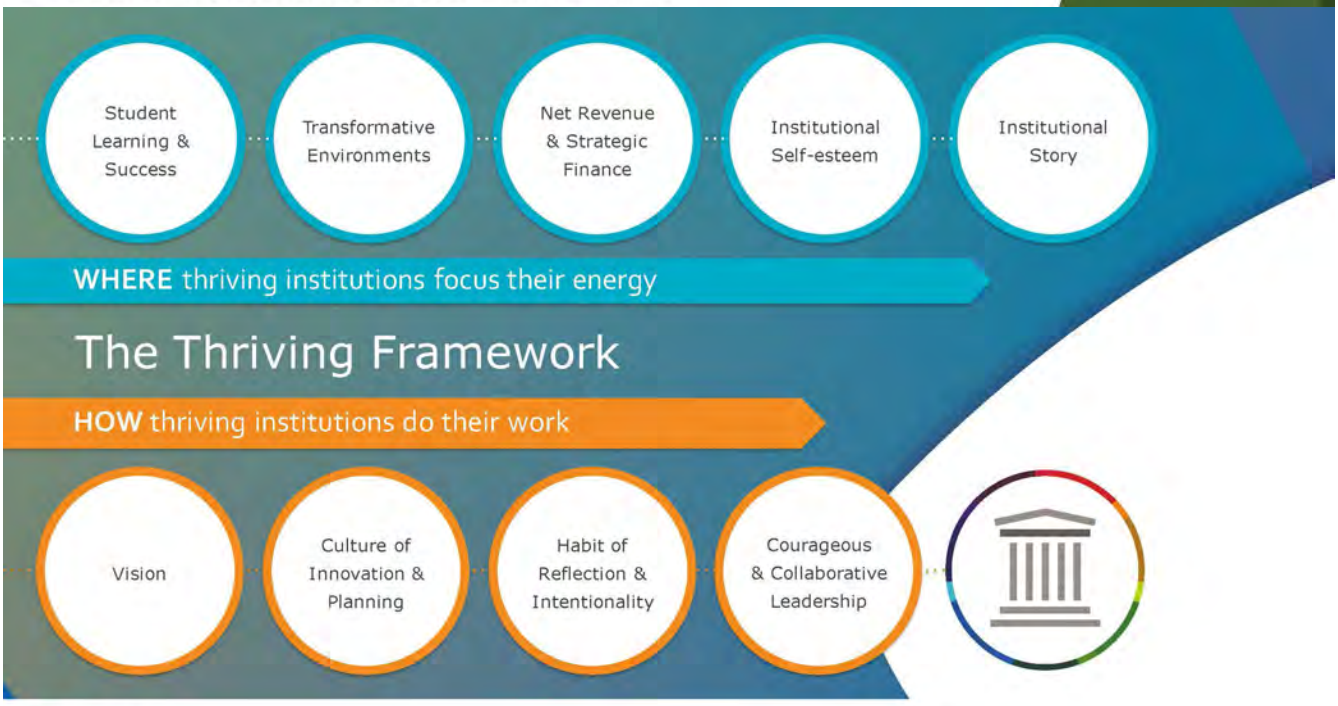




Higher Ed: Pivotal Years for Leading Institutions

What are broad trends in higher education that this plan should address to be successful?
CREDO
Vision
Skills
Incentives
Resources
Action Plan
Trust
=
Alignment & Success
Where do we have strengths that we can celebrate and build upon?
Where are we most vulnerable?
Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

What's helping or hurting our progress?
Vision Skills Incentives Resources Action Plan ~~Trust~~ = Sabotage
Vision Skills Incentives Resources ~~Action Plan~~ Trust = False Starts
Vision Skills Incentives ~~Resources~~ Action Plan Trust = Frustration
Vision Skills ~~Incentives~~ Resources Action Plan Trust = Resistance
Vision ~~Skills~~ Incentives Resources Action Plan Trust = Anxiety
~~Vision~~ Skills Incentives Resources Action Plan Trust = Confusion
Vision Skills Incentives Resources Action Plan Trust = Alignment & Success
Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.


Student Learning & Success
Transformative Environments
Net Revenue & Strategic Finance
Institutional Self-esteem
Institutional Story
WHERE thriving institutions focus their energy
The Thriving Framework
HOW thriving institutions do their work
Vision
Culture of Innovation & Planning
Habit of Reflection & Intentionality
Courageous & Collaborative Leadership
CREDO

Institutional Story

Thriving institutions know who who they are, know their constituents and influencers, and communicate clearly and strategically

Who is your primary audience?

How do they perceive you?

How do you want your primary audience to perceive you?

Where is the disconnect, if any?

6

INSTITUTIONAL SELF-ESTEEM

Thriving institutions are proud of the work they do.

Strategic investments are made in people, programs, and places.

The campus community is consistently and strategically affirmed.

Levels of constituency engagement are increasing.

The institution teaches well the students it has.

Students seek out the institution and stay.

Elements of regional and national visibility are leveraged.

Courageous and Collaborative Leadership

Thriving institutions know that urgent times call for strong leadership grounded in trust, collaboration, and action.

- Leadership teams are functional and effective.
- There is an appropriate balance between leadership and inclusivity.
- Timely decisions are made with less processing, and more efficient preparation.

Transformative Environments

Thriving institutions focus on virtual and physical spaces that are transformative to the student experience

Net Revenue & Strategic Finance

Thriving institutions recognize that the execution of their mission and vision is dependent upon financial health.

NO MARGIN = NO MISSION

- Metrics are established and used for adding and deleting programs.
- The budget process is conservative and predictive financial models are being used to inform decision making
- The unit is informed about financial literacy in higher education.

Culture of Planning and Innovation

Thriving institutions create bold, living plans, paying close attention to connection and communication with the entire campus community.

- Planning reflects clarity, transparency, and agility.
- Planning is collaborative, but efficient.
- Planning is focused around action.
- Budget planning is aligned with strategic initiatives.
- Time for innovation and strategy replaces the time for word-smithing and operational issues.

1

STUDENT LEARNING & SUCCESS

Thriving institutions know their students, meet them where they are, and take them to a place of their highest potential.

Unwavering attention is paid to innovative teaching and learning practices.

The institution has a strong orientation toward student service.

Learning represents a strong integration between academic & student affairs.

Students are engaged with high impact experiential practices at increasing levels.

Advising is being re-envisioned & re-tooled to address life goals and vocation.

Student success metrics are improving consistently.

Vision

Thriving institutions craft a concise, vision to live out their mission

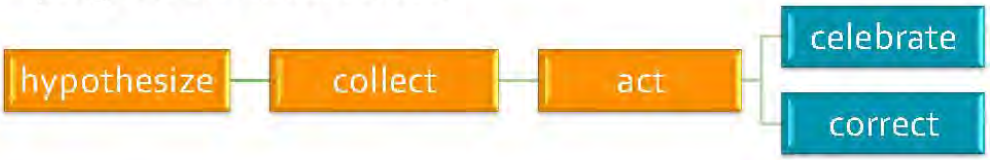
MISSION: Baltimore City Community College provides quality, affordable and accessible education, meeting the professional and personal goals of a diverse population, changing lives and building communities.

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

Habit of Reflection and Intentionality

Thriving institutions habitually ask themselves if what they are doing is working, and if not, they change

- Collected data is used strategically, evaluated for relevance and usefulness and considered when making course corrections.
- Both leading and lagging indicators are used to evaluate progress and weaknesses.



Senior Leadership Team Retreat Summary

- Thriving Framework and leadership reflections
- The emerging story for the institution
- Connected to Key Performance Indicators (KPIs)
- Identify top areas for consideration

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Some Emerging Priority Areas

- Unifying commitment to student success
- Top programs to meet the moment
- A healthy and sustainable culture
- Relationships with the city and community
- Internal systems, policies and processes focused on productivity
- The facilities needed to meet mission

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What does a **BOLD** step forward look like for Baltimore City Community College?

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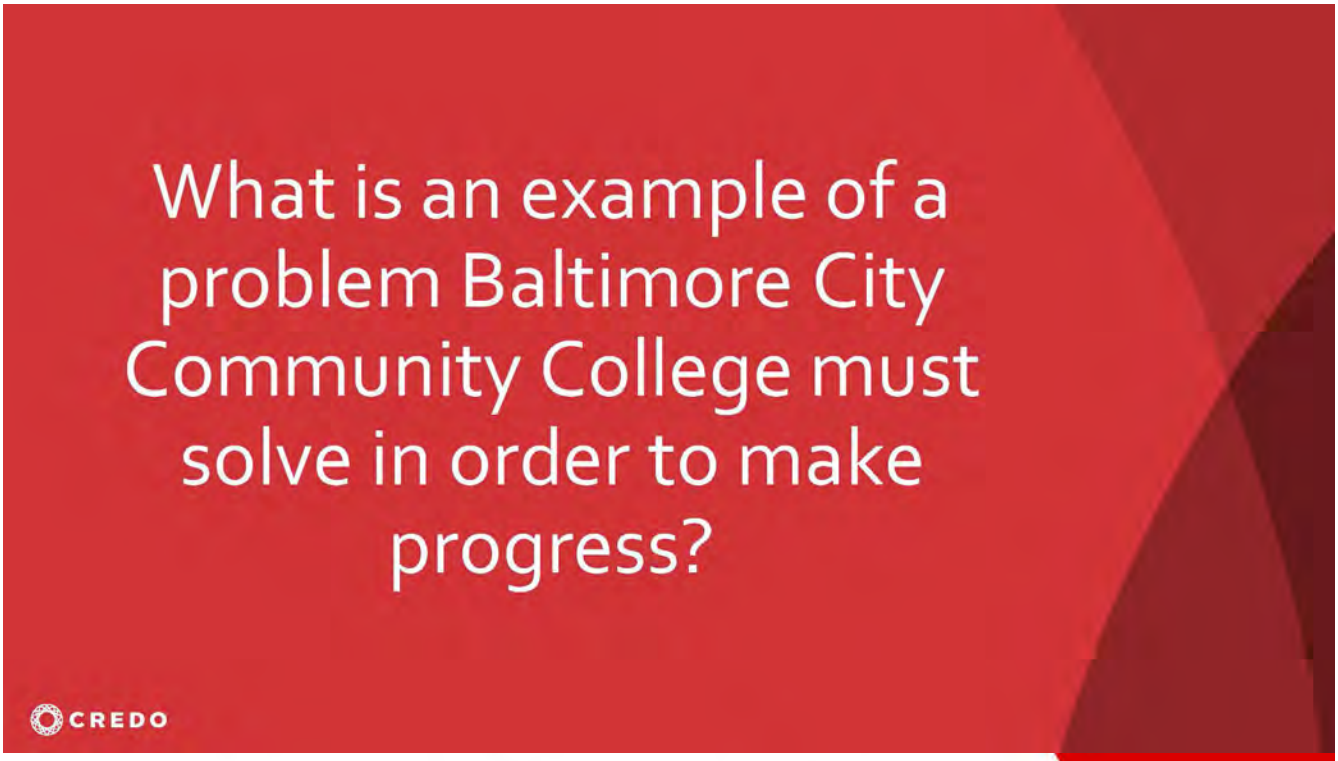
What is an example of a problem Baltimore City Community College must solve in order to make progress?
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Strategic Theme Areas
Delivering Our Promise
Aligning Our Strengths
Expanding Our Reach
and What's Missing?

Delivering Our Promise

Our first theme is anchored in our commitment to student success.

1. What is one thing BCCCC could do to ensure that students experience a sense of connection, inclusion, and belonging?
2. What's an area we should focus on regarding the student experience?
3. What retention strategies feel most pressing?
4. What new academic pathways should we prioritize?
5. If you could add one new program, what would it be?
6. How do we continue to demonstrate our deep commitment to workforce development?

Aligning Our Strengths

This theme is about the BCCC culture and internal operations

1. How do we continue to support a healthy, productive and positive BCCC community?
2. What are the must haves for attracting, retaining, and developing outstanding faculty and staff?
3. How can we better leverage data to do our work?
4. What investments in technology or systems must be made to set up success?
5. Think of the BCCC culture at it's best– how do we continue to support and develop this?

Expanding Our Reach

This theme focuses on our story and relationships

1. Where and with whom do we need to tell our story better?
2. What one thing should we do to enhance our relationship with the city of Baltimore?
3. How can we officially close out realignment and move to the next stage of BCCC's future?
4. What facilities should we prioritize for the future of BCCC and how might those facilities connect us with the wider community?
5. What other ways can we support and connect with the broader community in the city and beyond?

What characteristics will set Baltimore City Community College apart from its peers in 10 years?

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What's Missing?
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ACTION FOLLOWS BELIEF
Thank you!