



Baltimore City Community College

Board of Trustees ~ Open Session
4:00 PM November 19, 2025

Dr. Roger Ward, Vice Chair
Dr. Debra L. McCurdy, President

BALTIMORE CITY COMMUNITY COLLEGE | BOARD OF TRUSTEES MEETING

OPEN SESSION AGENDA (**Revised**) | 4:00 PM November 19, 2025

Meeting Link: <https://bccc-edu.zoom.us/j/81244185670>

I. **Call to Order**

Dr. Roger Ward, Vice Chair

- a. Adoption of the November 19, 2025, Agenda - (**Vote**)

II. **President of University of Baltimore – Statement**

Mr. Kurt Schmoke, President

III. **Board Actions/Consent Agenda - (**Vote**)**

Dr. Roger Ward, Vice Chair

- a. October 15, 2025, Open Session Meeting Minutes
- b. October 15, 2025, Closed Session Meeting Minutes
- c. November 13, 2025, Finance/Audit Committee Meeting Minutes
- d. Student Government Association Report
- e. AFSCME Local #1870 at BCCC Report
- f. American Federation of Teachers/UAMD-BCCC Report
- g. Faculty Senate Report

IV. **Items Removed from the Agenda**

Dr. Roger Ward, Vice Chair

- a. None

V. **New Business**

Dr. Roger Ward, Vice Chair

Dr. Debra McCurdy, President

- a. Finance/Audit Committee
 - Dr. Wayne Rose, Chief Information Officer*
 - Mr. Michael Thomas, Vice President WDCE*
 - Ms. Anna Lansaw, Executive Director Procurement*
 - i. Procurements \$25,000 to \$99,999 – (Information)
 - 1. Nutanix Hyperconverged server and software support (Applied Technology Service) - \$77,967.00
 - 2. Anti-Plagiarism Software Renewal (Turnitin, LLC) - \$63,721.42 (3-Year Term)
 - 3. Strategic Planning Online Platform (Cordance Operations, Inc.) - \$27,734.00 (Year 2)

- 4. Transportation for Refugee Youth
(Mr. Tim's Bus Rides, LLC) - \$98,000.00
- ii. Pre-Approval for Procurements - **(Vote)**
Dr. Wayne Rose, CIO
Mr. Michael Thomas, Vice President WDCE
Ms. Anna Lansaw, Executive Director Procurement
 - 1. Management Services
(International Rescue Committee) - \$627,224.00
- iii. Procurements Exceeding \$100,000 - **(Vote)**
Dr. Wayne Rose, CIO
Mr. Michael Thomas, Vice President WDCE
Ms. Anna Lansaw, Executive Director Procurement
 - 1. Facilities Master Plan
(Noelker and Hull Associates) - \$154,563.00
 - 2. WDCE Books
(Barnes & Noble) - \$100,423.76 & \$136,123.00
 - 3. Banner Annual Renewal Maintenance Software
(Ellucian LLC) - \$770,680.00
 - 4. Argos Licenses
(Evisions, LLC) - \$102,985.00 (3-Year Term)
- iv. Financial Update
Mr. Brandon Cohen, Director of Budgets

VI. College Policies

Dr. Roger Ward, Vice Chair

- a. None

VII. Presentations

Dr. Roger Ward, Vice Chair

Dr. Debra McCurdy, President

- a. Enrollment Report
Ms. Donna Thomas, Interim Vice President Student Affairs
- b. Information Technology Report
Dr. Wayne Rose, CIO

VIII. President's Report

Dr. Roger Ward, Vice Chair

Dr. Debra L. McCurdy, President

Ms. Becky Burrell, Vice President Institutional Effectiveness/Planning

- a. 2025-2028 Strategic Plan Framework (Draft)

IX. Active Search Listing

Dr. Roger Ward, Vice Chair

X. Motion for Adjournment

Dr. Roger Ward, Vice Chair



Board Actions/ Consent Agenda

BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | 4:00pm October 15, 2025 (Virtual Zoom Meeting)

Board Members Present: Chairman Kurt L. Schmoke, Esq.; Ms. MacKenzie Garvin, Esq.; Ms. Billie Malcolm; Ms. Onahlea Shimunek; Mr. John C. Weiss; and Mr. Tyrese McBain.

Also Present: President Debra L. McCurdy, PhD

- I. Chair Schmoke called the meeting to order at 4:05. The consent agenda (items a-e below) was unanimously approved.
 - a. September 17, 2025 Open Session Meeting Minutes
 - b. September 17 2025 Closed Session Meeting Summary
 - c. October 9, 2025 Finance/Audit Committee Meeting Minutes
 - d. Student Government Association Report
 - e. American Federation of Teachers Report/UAMD-BCCC
- II. Chairman Schmoke introduced the new Trustee, Ms. Onahlea Shimunek, and welcomed her to the Board, noting that she is in the hospitality industry and brings financial know-how and experience.
- III. Professor Laura Pope, Chapter Chair, BCCC-UAMD Faculty Union addressed the Trustees.

Before introducing her, Chairman Schmoke said he wanted to clarify that in July, he approached Dr. McCurdy to discuss a very preliminary matter that would require further investigation involving BCCC and the University of Baltimore working together. He looked at other institutions around the country that had collaborated. He also spoke to various state officials who told him to continue exploring. He said that all discussions have assumed that BCCC would remain independent and that there would be no loss of collective bargaining rights. He stated that there would be more to come and that he had hoped to raise the issue with the BCCC Trustees, but that news articles had appeared recently and beat him to it.

Dr. Pope said that she and other faculty members at BCCC were “blindsided” by the recent articles. She said nothing had been mentioned at college forums or bargaining sessions and that many felt BCCC was not acting in good faith by not informing faculty of what the newspaper described as an active effort to merge. She asked the Chairman whether he would answer a question and he said that would be “unusual” but agreed to do so. She then asked whether he planned to take this before the current 2026 legislative session. He replied that it would take at least a year to work out the details of any type of collaboration or combination and that he did not see that happening until sometime in 2027 at the earliest. She invited him to come to the BCCC campus to meet with faculty regarding the issue and he agreed.

- IV. **Procurements.** Purchases that were outside the board’s approval requirements (i.e., those under \$100,000) were discussed and reviewed at the Finance Committee. There were no further questions.

Procurements for over \$100,000 were presented to the Board by IVP Donna Thomas:

- o TouchNet software for students to access their data. This is a 4 year sole source contract. As an app that is integrated into the Banner system there are few companies in place to enable these services. In response to a question from Trustee Malcolm, Anna Lansaw, Director of Procurement, explained that the “sole source” designation is based on equipment compatibility.
- o ECSI is another sole source contract up for renewal that is used for refunds, IRS reporting, collections and issuing student statements/invoices.

Both contracts were unanimously approved.

- V. **Financial Report.** Brandon Cohen, Director of Budgets, showed a monthly financial performance report. As shown on the charts that he presented, there has been an increase in the College’s credit revenue and a decrease in the non-credit revenue, which together offset each other and wash out to about zero. He said he was “cautiously optimistic” about the school’s

finances and there were no questions.

- VI. **Policy.** Maria Rodriguez, General Counsel, introduced a proposed policy re Immigration Enforcement at BCCC. The Maryland legislature adopted HB 1222, the Maryland Values Acts, that directed the Office of Attorney General (OAG) to issue guidance, and requires every state agency to adopt a policy that distinguishes between public and private spaces and states that the agency does not consent to immigration enforcement officers entering private spaces without a judicial warrant or exigent circumstances. The College is required by law to adopt a policy that says we will not hinder immigration enforcement agents, but neither will we help them or cooperate with them. There were no questions and the Board unanimously adopted the policy, with Trustee Malcolm abstaining from the vote as she has not yet been officially sworn in.
- VII. **Enrollment Report.** Eileen Hawkins, Director of Institutional Research, and Becky Burrell, Vice President of Institutional Effectiveness, Research & Planning, reported on the transfer data. Ms. Burrell noted that the College plans to have a first draft of its Strategic Transfer Excellence Plan by November 7, 2025 and the plan is scheduled to be launched in January, 2026.
- Donna Thomas, Vice President of Student Affairs, reported on Dual Enrollment and stated that the College will offer dual enrollment developmental courses in English, Math and Science starting in the spring. She noted that BCCC will be the first college to offer English and Math in the state.
- VIII. **Information Technology Report.** Wayne Rose, the College's CIO, provided an update regarding IT training, advisory services, and disaster recovery. He also noted that the College had increased its internet communications capacity.
- IX. **President's Report.** In lieu of presenting a report orally, Dr. McCurdy referred the Trustees to any questions about the Board Report. There being no questions, the Board moved into closed session.
- X. **Closing statement and Motion for Adjournment.** Chair Schmoke read the following closing statement:

The open session meeting of the Board of Trustees has concluded. Pursuant to the General Provisions Article, Sections 3-305(b) (1), (7), (8), and (9), the meeting will move into closed session so that the Board can:

- Discuss the employment, onboarding, separation, compensation and discipline of specific College employees;
- Consult with counsel to obtain legal advice;
- Discuss strategy, merits, and legal advice regarding pending litigation and administrative complaints involving the College;
- and Discuss matters related to collective bargaining.

Chair Schmoke asked for a motion to adjourn and close, saying that the Board would reconvene in closed session in 5 minutes. Trustee Weiss moved to close the meeting at 4:48 PM. Trustee Terrell seconded the motion and it was unanimously approved.



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | October 15, 2025 (Virtual Zoom Meeting)

Board Members Present: Chairman Kurt L. Schmoke; Ms. McKenzie Garvin; Ms. Billie Malcolm; Ms. Onahlea Shimunek; Ms. Tanya Terrell; Mr. John C. Weiss; and Tyrese McBayne.

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

Also in Attendance: Ms. Maria E Rodriguez, Esq.; Ms. Kristin McFarlane, Esq.

Chairman Schmoke brought the closed session meeting to order at 5:05 PM.

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

Stephen Silvestri, Esq., of Jackson Lewis, LLP, who represents the college in negotiations with United Academics of Maryland-AFT, updated the Trustees regarding collective bargaining issues, answered questions and provided legal advice.

The Trustees discussed personnel, litigation, collective bargaining issues and legal issues regarding preliminary discussion about a possible University of Baltimore and BCCC consolidation.

Following a motion, the Board voted unanimously to adjourn the meeting at 6:20 PM.

Respectfully submitted,

Debra L. McCurdy, President

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE
FINANCE COMMITTEE

Minutes | 8:00 AM November 13, 2025 (Virtual Zoom Meeting)

Attendees:	Dr. Roger Ward, Vice Chair	Mr. Michael Thomas, Vice President of Workforce Development & Continuing Education
	Trustee J. C. Weiss	Ms. Anna Lansaw, Director of Procurement & Auxiliary Services
	Dr. Debra L. McCurdy, President	
	Dr. Wayne Rose, Chief Information Officer	
	Mr. Brandon Cohen, Director of Budgets	

I. Call to Order

Dr. Roger Ward, Vice Chair, called the meeting to order at 7:59 am. Dr. Ward summarized that agenda included informational procurement items, one pre-approval item and four actions items requiring approval.

II. Procurement Policies and Procedures

Nothing was reported under this section.

III. Procurement(s) Exceeding \$25,000 to \$99,999

a.	Nutanix Hyperconverged server and (Applied Technology Service)	\$77,967.00
b.	Anti-Plagiarism Software Renewal (Turnitin, LLC)	\$63,721.42 (3-Year Term)
c.	Unified Support Services (Microsoft)	\$51,321.00
d.	Strategic Planning Online Platform (Cordance Operations, Inc.)	\$27,734.00 (Year 2)
e.	Transportation for Refugee Youth (Mr. Tim's Bus Rides, LLC)	\$98,000.00

Dr. Ward began with the informational items and asked if there were any questions about any of the items. Trustee J.C. Weiss asked a question regarding item number d. Strategic Planning Online Platform. Dr. Debra McCurdy, President, provided a summary of the item and explained that this was the strategic planning online platform, a software tool that integrates institutional priorities with MHEC and Middle States standards. It enables crosswalks of priorities and goals across multiple planning frameworks, with the vendor providing support.

Dr. Ward asked about the second informational item concerning the anti-plagiarism software, Turnitin. The discussion focused on its sole-source justification, noting that Turnitin is the industry standard, integrates seamlessly with the learning management system (Canvas), and offers strong AI compatibility. Timing and compatibility issues were cited as reasons for not pursuing a competitive bid, and the renewal will continue under a three-year cycle.

IV. Pre- Approval for Procurement(s)

a.	Management Services (International Rescue Committee)	\$627,224.00
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Dr. McCurdy indicated this was the annual renewal of the partnership with the International Rescue Committee (IRC). Mr. Michael Thomas, Vice President of Workforce Development and Continuing Education, summarized the contract by stating that this was a partnership, funded by a federal grant through state and city channels, provides essential services to immigrant families, including healthcare facilitation, school registration, food, shelter, and counseling. The program also supports recruitment for English as Second Language (ESL) and workforce programs and strengthens ties with Baltimore City Schools.

Dr. Ward motioned for approval; Trustee Weiss seconded the motion. Motion passed unanimously.

V. Approvals for Procurement(s)

- | | | |
|----|--|----------------------------|
| a. | Facilities Master Plan
(Noelker and Hull Associates) | \$154,563.00 |
| b. | WDCE Books (Barnes & Noble) | \$100,423.76 |
| | | \$136,123.00 |
| c. | Banner Annual Renewal Maintenance Software
(Ellucian LLC) | \$770,680.00 |
| d. | Argos Licenses (Evisions, LLC) | \$102,985.00 (3-Year Term) |

Dr. Ward led the discussion into the action items that needed to be approved. The first was the Facilities Master Plan update, which involves a five-year rewrite extending the college's 10-year plan and incorporating new projects and legislative funding requests. This plan serves as a critical document for capital improvements and state-level approvals.

Dr. Ward motioned for approval; Trustee Weiss seconded. The motion was approved unanimously.

Dr. McCurdy presented the second item, WDCE books, and outlined the funding as a key point. She explained that the books were primarily grant-funded with a small unrestricted portion. Vice President Thomas further explained that these resources ensure students receive books, workbooks, and certification vouchers at no cost, supporting the college's goal of placing graduates into the workforce with necessary credentials.

Dr. Ward motioned for approval; Trustee Weiss seconded. The motion was approved unanimously.

The third action item was presented by Dr. Wayne Rose, Chief Information Officer, stating that the Ellucian renewal contract is for the third and final year, with a modification reducing the cost from \$806,422 to \$770,680. Discussion continued about the contract and what will take place after the renewal option. Dr. McCurdy emphasized the need for early Board engagement to address future system requirements and strategic planning before awarding the new contract.

Dr. Ward motioned for approval; Trustee Weiss seconded. Motion was approved unanimously.

The last item for approval was presented by Dr. Rose for the Argos reporting software. Dr. Rose explained that due to Ellucian discontinuing support for a key reporting module, the request was presented to approve a three-year contract for Argos software in the amount of \$102,985.00. The software is essential for data extraction and reporting from the Banner system.

Dr. Ward motioned for approval; Trustee Weiss seconded. Motion approved unanimously.

VI. Finance Update

Mr. Brandon Cohen, Director of Budget, provided the finance update. He summarized the report. Revenues were reported at \$40 million, representing 50% of the annual target, while expenses stood at \$22 million. He further explained that restricted funds include \$9 million earmarked for deferred maintenance and capital projects, which cannot be reallocated for salaries or other operating expenses. Discussion included transitioning from pooled budgeting to line-item budgeting to improve accountability and governance transparency.

VII. Motion for Adjournment

Meeting concluded at 8:45 a.m. following a motion to adjourn by Dr. Ward, which was seconded by Trustee Weiss.

Baltimore City Community College

CABINET UPDATE

Board of Trustees, November 19, 2025

Student Affairs

STUDENT GOVERNMENT ASSOCIATION

SGA Monthly Meeting –The SGA Leadership Team held their second General Body Meeting of the Fall 2025 semester on Wednesday, October 1, 2025. Guest presenters included Ms. Bonita Manning from Human Resources, who discussed sexual harassment awareness and student rights; Mr. Aaron Blickenstaff from the Bard Library, who introduced the *One Maryland, One Book* event and shared the book *Kin: Rooted in Hope*; and Dr. Wayne Rose, Chief Information Officer, who provided updates on campus Wi-Fi upgrades. Unfinished business included club roster updates, ongoing SGA applications for Parliamentarian and Senator, and progress on the fundraising policy and Baby Panther Program. New business focused on plans for the new campus commons and continued support for the Food Pantry. Announcements were made for several upcoming October events including Fall Fest, the Transfer Fair, and Trunk or Treat.

SGA Monthly Meeting with President McCurdy – On October 29, 2025, the SGA leadership team announced new members, including Parliamentarian Brandon Macon and Senators Nitika Dhungana, Papa Diop, and Dashawn Brownley. The meeting addressed ongoing matters such as the SGA budget, fundraising policy updates, the Serenity Lounge and Lactation Room status, campus Wi-Fi improvements, and furnishing of the Creative Commons space. New business discussions included feedback from the ASGA Conference, funding approval challenges, limited food options for students, concerns regarding book charges through Barnes & Noble, and the need for additional tutors and faculty support in professional studies programs.

Fall 2025 Schedule of General Body Meetings:

These meetings are held from 12:00 – 1:00 PM in the Mini Conference Center and virtually through Zoom.

Wednesday, September 3, 2025

Wednesday, October 1, 2025

Wednesday, November 5, 2025

Wednesday, December 3, 2025

Fall 2025 SGA Team:

Kyah Young - President

Shanarra Owens - Vice President

Jasmine Walker - Secretary

Chenise Brayboy - Treasurer

Brandon Macon - Parliamentarian

Cindy Allsup - Senator

Rachel Hundertmark - Senator

Tyrese McBayne - Senator

Deshawn Brownley - Senator

Nitika Dhungana - Senator

Papa Diop - Senator

Activities and Events

Below are SGA and Clubs and Organizations sponsored events and/or activities. It may also include campus activities in which members of the SGA team/ Clubs and Orgs participated in and or volunteered.

SGA

Panther Closet and Food Drive – The SGA in conjunction with the Office of Student Life and Engagement has extended their collections of food and clothes into the month of November.

Pumpkin, Painting, and Pie: on October 30th, 2025, The SGA hosted this fall event where students had the opportunity to paint ceramic pumpkins and take them home.

Environmental Science Club

At each of their scheduled October meetings, they were able to have special guest lecturers. On October 16, 2025, Professor Deidra L. Fryer, Assistant Professor of the Mathematics & Engineering Department, discussed equality in STEM fields as well as her own path to success. On October 30, 2025, Dr. Antony Kinyua, Professor from the Department of Physics at Morgan State University, presented. He spoke about the company that he works for where they analyze air pollution in areas, and ways he has measured air pollution using drones and balloons. He also talked about how to combat air pollution and ways to get involved with companies like the ones he works for.

The club is currently working on their project for the upcoming STEM symposium. They will focus on issues such as ocean acidification, insect populations, and agricultural impacts.

Gender and Sexualities Alliance (GSA)

The GSA attended the school's Coming out day Tabling event (October 10, 2025), there was an interactive activity, and they were also able to do some outreach for the campus about the importance of coming out as well as continuing to try and recruit new members and officers.

They celebrated Halloween with Halloween Bingo on October 23, 2025.

The club is researching information about establishing a "safe space" initiative to certify staff and faculty members as "safe" people on campus after receiving ally and other sensitivity training for LGBTQ students.

History Club

History Club members participated in a Community Service Project - October 17, 2025, starting at 8 a.m. at Northwood Elementary School. The cleanup was on the Wooded side of Hartsdale Road Community. Picture attached.

History and Anthropology and Sociology Club

Keeping it Real Lecture Series: History Club, Anthropology & Sociology Club and the Office of Student Life and Engagement sponsored the monthly Keeping it Real Lecture Series with professor Dr. Zac Kondo on October 24, 2025, via Zoom. 6-8 pm. The topic of the lecture this month was on Mississippi in the 1950s and 60s: Redefining White Hate, Violence, and Terror. Forty-one students, Faculty and Community Members were in attendance.

The History Club also donated to the Trunk or Treat event on October 31, 2025

8 Bit BCCC Game Club

Cosplay Event - The 8-bit gaming club hosted a Halloween event on Friday, October 31, 2025, from 2pm to 5pm in the Mini Conference Center in the Fine Arts Building. The theme for the event is Cosplay, where participants dressed in their favorite characters.

International Student Club (ISC)

ISC is busy planning for the upcoming International Education Week that will take place November 17 through November 20, 2025. There will be activities on each of those days in the Atrium of the Main building 12 – 2pm. Those in attendance will be educated about various cultural food, music, dance, traditions, and more.

National Society of Leadership & Success (NSLS)

The club hosted a series of impactful events promoting leadership development and community engagement. The organization held its in-person Orientation Session on October 15th, which for the first time included Dual Enrollment students. The organization welcomed three participants from Carver High School in Baltimore, MD. A virtual orientation followed on October 16th, expanding accessibility for members. In addition, new members participated in Leadership Training Day sessions designed to build essential leadership and professional skills.

This semester, 56 BCCC students paid a new membership fee to join the organization, reflecting continued growth and interest in leadership development.

To culminate the month, NSLS members took part in the National Day of Service by volunteering with the Baltimore City Food Bank on October 25, 2025, demonstrating their commitment to civic engagement and community service.

Student Leadership Club

The club hosted a variety of engaging events focused on leadership development, professional growth, and community involvement. The club held two biweekly meetings to discuss upcoming initiatives and campus announcements, fostering communication and collaboration among members. In partnership with the Career Services Office, the club hosted an informative workshop on LinkedIn, highlighting how the platform can be used to build a professional brand and support future career goals.

To conclude the month, the club organized its first annual Trunk or Treat event in collaboration with the Office of Student Life & Engagement.



The Faculty Senate President's Report to the Baltimore City Community College (BCCC) Board of Trustees

November 19, 2025

Greetings, Chairman Kurt L. Schmoke, Esq., and Members of the Board of Trustees:

On behalf of the Baltimore City Community College Faculty Senate and Senate Executive Committee, please find my report as follows:

Great News from the Academy:

Students:

Cybersecurity students will join two major programs:

- *Virtual Cybersecurity Career Challenge* (Feb 2–Apr 24, 2026): A 12-week, team-based project simulating real industry work. Students commit 160+ hours, earn a certificate, and may use the experience for capstone or co-op credit.
- *Summer Research Internship Program (SRIP)*: A competitive 10-week program for HBCU and MI students and graduates to conduct defense-related research with DoW scientists. The Internship includes a competitive stipend, mentorship, and career-building opportunities in STEM.

Faculty:

Professor Tamara Payne has been recognized as one of *the Baltimore Sun's 25 Women to Watch of 2025* for her art and advocacy work with students and the community.

Dr. Kizzy Pittrell served as a faculty presenter on Friday, November 7, 2025, at the National Society of Leadership and Success event, hosted by the Office of Student Life and Engagement.

Professor Jà Hon Vance presented at the Hawkes Virtual Learning Summit on "Using High-Impact Learning Experiences to Improve Student Retention."

Programs:

The Cybersecurity Associate Degree program has been recognized among the nation's best in *Cybersecurity Guide's 2026* rankings.

Business of the Academy:

Following the Faculty Senate's October 17 meeting with BCCC President Dr. Debra L. McCurdy, and subsequent sessions with Program and Clinical Coordinators on October 24 and 31, a series of November meetings were scheduled. It should be noted that Dr. McCurdy worked diligently to ensure these meetings occurred in a timely manner. These meetings brought together small faculty groups, Program and Clinical Coordinators, and college partners to strengthen communication, improve organizational methodologies, ensure procedural consistency, and deepen partnerships to support student success. Dr. McCurdy and Dr. Hall facilitated these extremely productive discussions. Highlights of these meetings are outlined below.

Meetings:

11/3-Dean/Associate Deans and Program Coordinators

Faculty Evaluation Process and Timeline adherence

Leadership/Communication styles and processes articulated

Communication acknowledgment 24-48 hours

Resolution follow up may take up to a week depending upon the circumstances

11/6-Advising

Professional Advisor's Role – Initial Student Onboarding, then turn the majors over to the Program Coordinators (PCs)

Student Orientation – Please involve PCs in the planning (Will make that happen moving forward)

Close gaps in advising practices (not knowing a major exists, etc.)

Subject matter experts are faculty

Request a return to Arena Registration /Advising which permitted faculty to participate in open advising (SA will work on doing that again)

11/7-BCCC Bookstore- Barnes and Noble College (BNC) and Faculty Small Group

Discussed poor customer service. Is there training (yes—they will continue to train staff)?

Is there appropriate signage? (No...but they are working on it for the Spring)

Improved communication (Working to correct that.)

Physical BCCC BNC Bookstore is closed during the Winter session

Will test the system with faculty small group before Winter Session starts

11/10-Student Affairs Leadership Team (SALT)

Faculty requested that Student Affairs (SA) – provide a one-page Contact/Fact Sheets for all areas that impact student success to the Academy Due November 19

SA requested the same from Program Coordinator to improve student advising and communications about programs and majors

Request was made by faculty for SA to host Virtual Session for Faculty (before Final Exams) managing student triggers

11/12-Program Review and Evaluation Planning Group

Assessing PRE 100 and CLT 100 (small group including faculty) to make recommendations for course designs to improve student pass rates

11/12-Program Review and Evaluation Committee

Cycle III-Year 3 (2024-2025) completed

Cycle III- Year 4 (2025-2026) in progress

11/14-Faculty Senate Standing Committee Chairs met with Dr. Wayne Rose, CIO

Faculty raised concerns about campus Internet speed and connectivity.

Dr. Wayne Rose, CIO explained that bandwidth increases are approved by DOT-IT and noted the College has reached maximum capacity, prompting a request for significant upgrades. The *BCCC Wi-Fi Analysis Report* has just arrived, and findings will be shared soon. Dr. Rose emphasized improving security and efficiency, recommending Ethernet for accessing private systems (Ellucian, Banner) instead of Wi-Fi.

General Updates:

2025 Faculty Evaluation Process- Currently compliant and adhering to the timetable

E-Learning: To teach during the winter session and onward, faculty must complete Kaleidoscope Online Faculty Training (KOLT) on Canvas

Looking Forward to:

Continuing to fill Academic Affairs vacancies (VPAA, AVP, B-STEM Dean, SASS Associate Dean, Faculty, etc.)

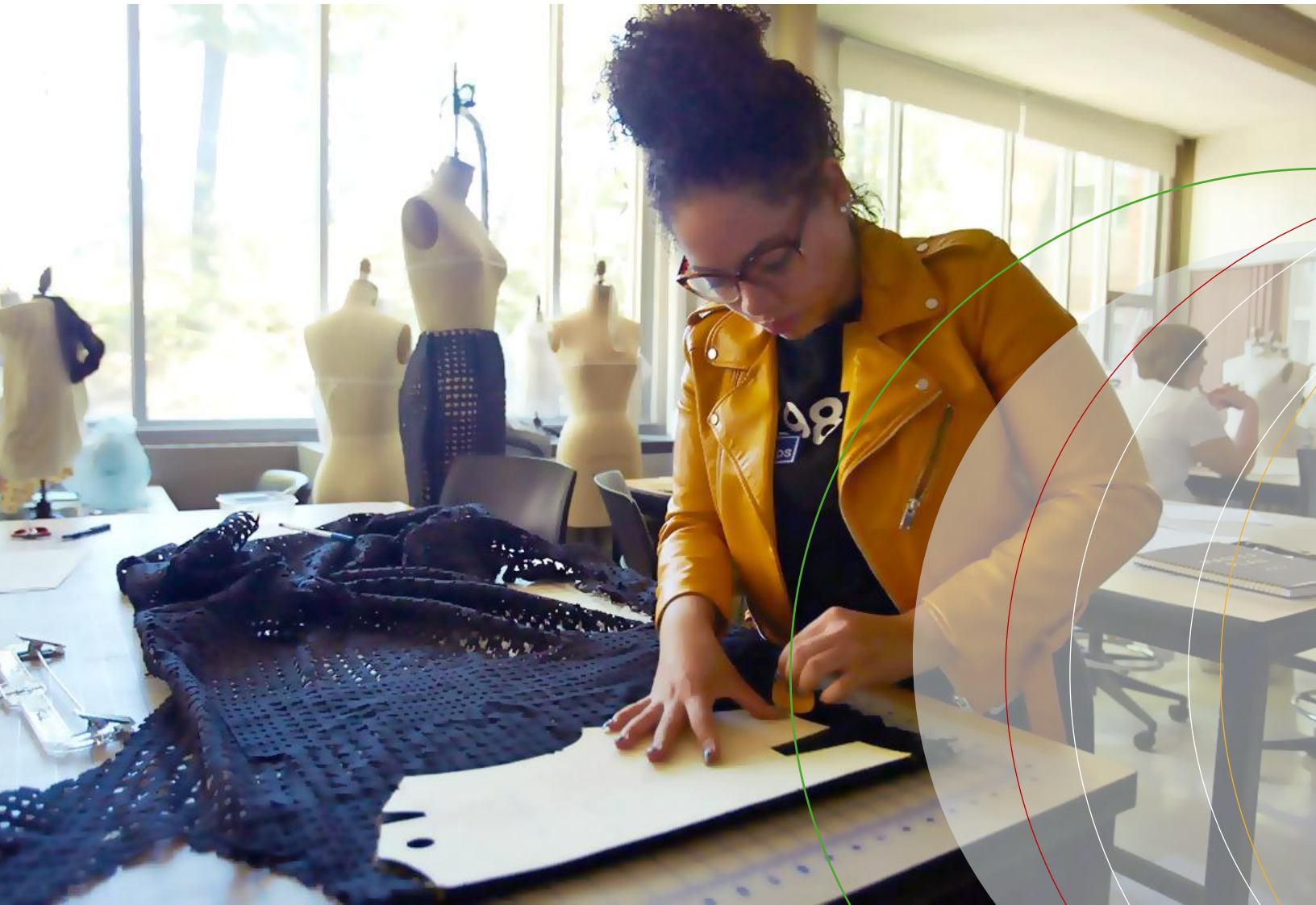
Continued negotiating and further progress made towards finalizing a ratified union contract between the college and BCCC-UAMD Faculty Union Bargaining Team members.

Respectfully,

Katana L. Hall

Katana L. Hall, Ph.D.

Faculty Senate President



New Business

PROCUREMENT AWARDS
Contracts, Modifications, and Renewals Options
\$25,000 to \$99,999

Contract No. / Contract Title	R95P660106 Nutanix Hyperconverged Server and Software Support (Applied Technology Services)		
Description/Remarks: This item is a renewal of support services for technical assistance and equipment coverage on servers and data center software support. The original purchase was made through the Maryland Department of Information Technology statewide master contract (060B2490021).			
Procurement Method:	ICPA – MD DOIT	Category:	IT Hardware
Award Amount:	\$77,967.00	Contract Term:	1 Year
No. of Bids:	N/A	Tax Clearance:	25-4450-1100
College Department:	Information Technology Services	Fund Source:	06618 / 0858

Contract No. / Contract Title	BCCC-FY26-AA-003 Anti-Plagiarism Software (Turnitin, LLC)		
Description/Remarks: This is a three-year contract for anti-plagiarism software that integrates with the College’s learning management system (LMS). The software helps ensure academic integrity by checking student submissions against source materials, based on parameters set by faculty. This procurement is being conducted as a sole source due to required compatibility with the existing LMS.			
Procurement Method:	Sole Source	Category:	IT Software as a Service (SaaS)
Award Amount:	\$63,721.42 (\$20,212.98; \$21,223.63; \$22,284.81)	Contract Term:	3 Years
No. of Bids:	N/A	Tax Clearance:	25-4451-0000
College Department:	Academic Affairs	Fund Source:	04427 / 0858

Contract No. / Contract Title	Microsoft Enterprise Support Services (Microsoft)		
Description/Remarks: This contract is for Microsoft technical support and professional modernized guidance to align institutional technology enterprise. This is purchased through the Maryland Educational Enterprise Consortium.			
Procurement Method:	ICPA- MEEC	Category:	IT Support Services
Award Amount:	\$51,321.00	Contract Term:	1 Year
No. of Bids:	N/A	Tax Clearance:	
College Department:	Information Technology Services	Fund Source:	06618 / 0858

Contract No. / Contract Title	R95P6600112 Strategic Planning Online Platform Software- Year 2 (Cordance Operations, Inc.)		
Description/Remarks: This is the second year of a three-year contract for BCCC’s SPOL Assessment, Planning, and Budgeting Modules. These tools support development of the 2024–2029 Strategic Plan, fulfill realignment task #12, and ensure compliance with Middle States Commission on Higher Education (MSCHE) Standard VI.			
Procurement Method:	Release	Category:	Software as a Service
Award Amount:	\$27,734.00	Contract Term:	9/5/2025-9/04/2026
No. of Bids:	N/A	Tax Clearance:	25-4440-1000
College Department:	Institutional Effectiveness, Research & Planning	Fund Source:	06655 / 0872

Contract No. / Contract Title	R95P66000111 Transportation for Refugee (Mr. Tim’s Bus Rides, LLC)		
Description/Remarks: The contractor is a pre-approved vendor under the MORA grants issued by the Maryland Department of Human Services and cannot be awarded to another vendor utilizing these grant funds; therefore making this a sole source. Mr. Tim’s Bus Services was approved to provide transportation services under the two (2) grants servicing the Refugee Youth Program overseen by the College.			
Procurement Method:	Sole Source	Category:	Services
Award Amount:	\$98,000.00	Contract Term:	1 Year
No. of Bids:	N/A	Tax Clearance:	25-4442-0110
College Department:	WDCE	Fund Source:	E9065: E9325 / 0410

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM**

Contract ID: BCCC-FY26-WDCE-004

Contract Description: This contract provides case management and wraparound services such as healthcare, education support for children, and aims to empower individuals and marginalized communities to achieve self-reliance.

Award: International Rescue Committee
New York, New York 10168

Contract Term: 12/1/2025-9/30/2026

Contract Amount: \$627,224.00 Not-to-Exceed

Procurement Method: Sole Source

Requesting Remarks: The College seeks pre-approval to enter into a contractual agreement with the International Rescue Committee (IRC) for the amount noted above. Under the College’s Procurement Policies and Procedures, this contract is exempt from formal procurement per Exclusion 1.3.2.4: “Collaborative undertakings that support the mission of the College.”

This is a sole source contract due to IRC’s unique qualifications and mission-critical services. IRC is the largest resettlement agency in Maryland, with extensive experience and infrastructure in Baltimore City and surrounding counties. It provides comprehensive case management and wraparound services—including healthcare, education support, and programs that promote self-reliance for marginalized communities. IRC also addresses systemic inequalities impacting women, girls, and underserved populations.

Through its Refugee Youth Project (RYP), IRC delivers direct referrals and coordinated services that support BCCC’s RYP, SOR, and ESOL programs. Its proven success in refugee resettlement, deep community partnerships, and unmatched capacity make IRC an indispensable partner for the College.

Fund Source: Grant Funded

Tax Clearance: 25-4441-0110

BOARD OF TRUSTEES ACTION

THIS ITEM WAS:

APPROVED

DISAPPROVED

DEFERRED

WITHDRAWN

WITH DISCUSSION

WITHOUT DISCUSSION

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM**

Contract ID: R95P6600113
Facilities Master Plan

Contract Description: This is task order from Architectural & Engineering contract to update the College's facilities master plan.

Contractor: Noelker and Hull Associates, Inc.
Frederick, MD

Contract Term: 90 Calendar Days from NTP

Contract Amount: \$154,563.00

Procurement Method: Task Order Release

Description Remarks: This is a task order under the A/E services with Noelker and Hull, from the BCCC A/E Task Order Contract for Architectural and Engineering services. It is being funded with planning funds from the operating budget as required.

The services that will be provided include the following:

- Update the master plan for submission to DBM and MHEC
- Evaluate campus mechanical, electrical and plumbing systems, and campus utility infrastructure
- Update campus planning documents to include new construction and
- campus alterations since the 2019 plan
- Update proposed campus projects based on current planning goals

This contract will meet the State of Maryland's requirement for an agency or institution of higher education to produce a 10-year Facilities Master Plan, which is updated every 5 years in accordance with the DBM Master Planning Guide

(<https://dbm.maryland.gov/budget/Documents/Capital%20Budget/Information%20for%20Agencies/FacilitiesMasterPlan.pdf>). This document will serve as a guide for the capital budget requests that the College makes to the State annually as part of the Capital Budget process. An updated master plan is necessary to document the mission and vision of the institution as well as the sequence of capital improvements that will be requested. The previous FMP was written by the same firm, Noelker and Hull, starting in 2019, and was finalized and approved by the BOT in October 2020. At this time, the Maryland Higher Education Commission (MHEC) and the Department of Budget and Management (DBM) both require and have been requesting updates on when the 5-year master plan will be produced and enforced. The contract is required to meet the state's requirements for receiving capital budget funding and will serve as a guide for the institution.

Fund Source: Operating **Tax Clearance:** 25-4472-0111

BOARD OF TRUSTEES ACTION

THIS ITEM WAS:

APPROVED

DISAPPROVED

DEFERRED

WITHDRAWN

WITH DISCUSSION

WITHOUT DISCUSSION

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM**

Contract ID: WDCE Books

Contract Description: Purchase of books for Fall semester for classes provided under various program by Workforce Development and Continuing Education.

Award: Barnes and Noble College

One Time Purchase Amount: \$100,423.76
\$136,123.00

Description Remarks: Retroactive approval is being requested for the purchase of textbooks by the Workforce Development and Continuing Education (WDCE) division for Fall semester classes to ensure students had required instructional materials for timely course delivery.

Fund Source: Grant Funded: \$225,862.76 / Unrestricted Funds: \$9,985.00

BOARD OF TRUSTEES ACTION		THIS ITEM WAS:	
APPROVED	DISAPPROVED	DEFERRED	WITHDRAWN
	WITH DISCUSSION	WITHOUT DISCUSSION	

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM**

Contract ID: R95B1600001
Enterprise Resource Planning System

Contract Description: Campus-wide enterprise resource planning (ERP) implementation of an integrated software suite that will allow the College to perform its functions on one platform.

Contract Modification: Exercise the final renewal of the contract and remove one of the modules that is no longer being supported by the company.

Award: Ellucian Company, LP
Reston, VA

Original Contract Term: 11/19/2020-11/30/2025

Modified Contract Term: 11/19/2020 – 11/30/2026

Original Contract Amount: \$5,612,271.00 (Base Term)
Previous Renewals: \$ 758,859.00 (Renewal Option Year 1)
\$ 782,267.00 (Renewal Option Year 2)

Modified Amount: \$ 770,680.00 (Renewal Option Year 3)

Original Renewal: \$ 806,422.00 **Modification:** \$35,742.00

Revised Total Contract Amount: \$7,924,077.00

Procurement Method: Competitive Sealed Proposal

Requesting Remarks: The College seeks approval to exercise the final renewal of its Enterprise Resource Planning (ERP) system contract with Ellucian Company LP. This renewal includes annual software maintenance and HX system integration. The contract also be modified to remove a module no longer supported by Ellucian, resulting in a cost reduction for this renewal.

Per the Maryland Board of Public Works delegation, only Board of Trustees approval is required for renewals under this contract.

Fund Source: General Operating Funds

BOARD OF TRUSTEES ACTION

THIS ITEM WAS:

APPROVED

DISAPPROVED

DEFERRED

WITHDRAWN

WITH DISCUSSION

WITHOUT DISCUSSION

**BALTIMORE CITY COMMUNITY COLLEGE
BOARD OF TRUSTEE – FINANCE COMMITTEE
ACTION ITEM**

Contract ID: BCCC-FY26-ITS-002
Argos Licenses

Contract Description: Three year contract agreement for Argos reporting software.

Award: Evisions, LLC
Irvine, CA

Contract Term: 12/01/2025-11/30/2028

Contract Amount: \$102,985.00

Procurement Method: Sole Source

Description Remarks: The College requests approval to enter a contract with Evisions, LLC for Argos software. Argos is a reporting and analytics solution designed to integrate with the College's enterprise systems, providing secure, real-time access to data for operational and strategic decision-making. This tool will enhance reporting capabilities across departments, improve compliance, and support data-driven planning.

Evisions' proprietary tools and established support model make it the only vendor capable of delivering these mission-critical services within the required timeframe and technical parameters. Evisions software is already fully integrated with the College's existing ERP system, providing essential functionality for reporting, compliance, and institutional data management. Because of this integration, no other vendor can deliver the same level of compatibility without significant disruption to current operations.

Replacing Evisions would require extensive redevelopment, data migration, and retraining, resulting in increased costs and operational risk. Its proprietary tools and established support model make Evisions the only vendor capable of maintaining continuity and meeting compliance requirements within the existing ERP environment.

Fund Source: Operating

BOARD OF TRUSTEES ACTION

THIS ITEM WAS:

APPROVED

DISAPPROVED

DEFERRED

WITHDRAWN

WITH DISCUSSION

WITHOUT DISCUSSION



Presentations

Baltimore City Community College
Board of Trustees Meeting
November 19, 2025

Information Technology Report

- Task #9 Update
- Infrastructure Improvement
- Enterprise Resource Planning (ERP) System

Realignment Task #9 Update

- Information Technology Improvements
- ERP Advisory Services
- Infrastructure Update

“Address the information technology (IT)
and infrastructure needs of BCCC”

Technology Improvements

▪ **Update on Improving the BCCC Technology Infrastructure**

- Improved computer operating environment- removed all outdated O/S
- Improved mobile security platform for iPhone email connectivity
- Conducted multiple campus-wide telecommunications training
- Identified campus-wide printer challenges and building remediation plan
- Completed vendor assessment for on-campus Wi-Fi environment
- Ensured technical systems operation to facilitate LSB reopening

Advisory Services Update

- Gross Pay – Phase 2, which focuses on integrating benefits and personnel file data into the State ERP system, is being finalized.
 - Go-live for these processes is on November 21, 2025.
- Banner Campus Directory real-time employee directory integration with HR data from Banner ERP to enhance accuracy and accessibility ready for implementation
- Finance module configuration and migration from test to production. The following enhancement will improve and increase operational efficiency in the finance, procurement and budget
 - Procurement Life Cycle Improvement
 - Budget Management Improvements
 - Data Cleanup
 - Integration from FMIS (State System to BCCC ERP)

Infrastructure Update

▪ **Disaster Recovery (DR) Update–**

- Continuing DR build out and testing
- Reviewed DR configuration and progress with external experts
- Research operational cost savings
- Identified data congestion via DoIT connectivity circuits
- Continue bandwidth configuration and connectivity discussions

QUESTIONS?



President's Report

The Baltimore City Community College (BCCC) Board of Trustees is being asked to consider for approval the **draft 2025–2028 Strategic Plan Framework**. In 2018, the Board of Trustees approved the 2018-2022 Strategic Plan Framework which was shortly supplanted by the legislatively mandated 12 Realignment Tasks and currently drive the strategic direction of the College. The 2025-2028 Strategic Plan will integrate the **12 Realignment Task** into the strategic goals which support the Colleges Mission, Vision and Core Values.

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.

Core Values

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

This Strategic Plan Framework outlines **three (3) major goals supported by four (4) corresponding sub-goals and a host of objectives** designed to advance student success, institutional effectiveness, and community impact.

BCCC's 2025–2028 Strategic Plan is intentionally designed to align with key state and accreditation frameworks, ensuring that the College's priorities advance both institutional goals and statewide objectives for higher education.

A. Governor Moore-Miller Administration 2024 State Plan

Plan: The Strategic Plan reflects a commitment to workforce development and economic mobility by prioritizing student success, expanding access to high-demand programs, and strengthening partnerships.

B. Maryland Higher Education Commission (MHEC) 2022 State Plan for Higher Education

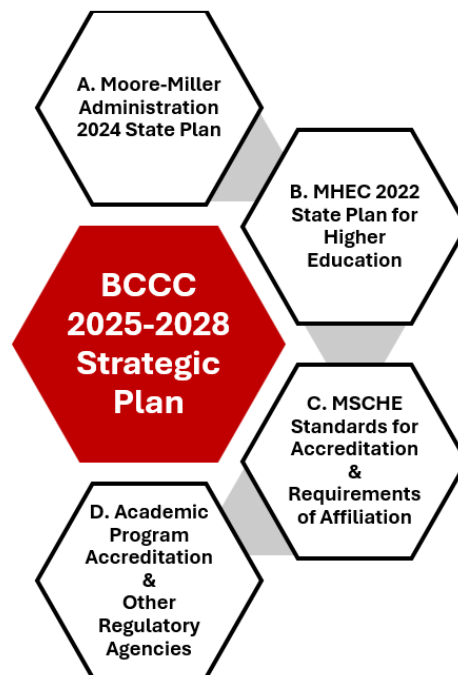
The Plan incorporates MHEC's core priorities (access, success, and innovation) through measurable objectives that improve retention and completion rates.

C. Middle States Commission on Higher Education (MSCHE) Standards for Accreditation & Requirements of Affiliation

The Strategic Plan is grounded in MSCHE's standards for mission-driven compliance and continuous improvement.

D. Academic Program Accreditors & Regulatory Agencies

The Plan also aligns with specialized accrediting bodies, such as the Accreditation Commission for Education in Nursing (ACEN), the Accreditation Council for Business Schools.



This alignment positions BCCC as a responsive, forward-thinking institution that meets regulatory and accreditation expectations but also advances the broader vision for Maryland's higher education system.

To ensure accountability, the Plan will be monitored through **Key Performance Indicators (KPIs)** which will provide a comprehensive assessment of BCCC's progress and effectiveness in achieving its strategic priorities.

The President and members of the President's Cabinet look forward to meeting with the Board of Trustees to discuss the draft 2025–2028 Strategic Plan Framework in greater detail.

2025-2028 Strategic Plan Framework (draft)

1. Delivering Our Promise

- 1.1. Innovation & Outcomes-The Student Experience
 - 1.1.1. *Innovative Teaching Strategies & Methodologies*
 - 1.1.2. *BCCC Student Center*
 - 1.1.3. *Customer Service Approach*
 - 1.1.4. *Student Centered Communication Systems*
- 1.2. Deliberate Retention Approaches
 - 1.2.1. *Advising Model*
- 1.3. Designing Student-first Processes
 - 1.3.1. *Supporting the Student Experience*
- 1.4. Market-Focused Career Pathways
 - 1.4.1. *Crosswalk and Connections*
 - 1.4.2. *Bridges to Early College and Senior Institutions*

2. Aligning Our Strengths

- 2.1. Empowered & Courageous - Our Panther Community
 - 2.1.1. *Brand Education*
- 2.2. Budget Process Built for Innovation
 - 2.2.1. *Enrollment & Retention Assessment Plan*
- 2.3. Leveraging Technology, Data, and Systems for Institutional Success
 - 2.3.1. *Holistic Communication*
 - 2.3.2. *Learning Modernization, Innovative Teaching Strategies & Methodologies*
 - 2.3.3. *Operational Modernization*
 - 2.3.4. *Data Access & Governance*
 - 2.3.5. *Institutional Continuity/Disaster Recovery*
 - 2.3.6. *Employee and Student Access and Procurement*
- 2.4. Supporting Extraordinary Talent
 - 2.4.1. *Center for Teaching, Learning, and Innovation*
 - 2.4.2. *Employee Retention*
 - 2.4.3. *BCCC Strong!*

3. Expanding our Reach

- 3.1. Trusted & First - The Partner of Baltimore
 - 3.1.1. *Expanding Access & Community Partnerships*
 - 3.1.2. *Our Students...Their Story*
 - 3.1.3. *Community Counts*
 - 3.1.4. *Exposure Leads to Expansion*
 - 3.1.5. *Alumni Alliance: Forever Connected; Forever Strong*
- 3.2. Our Students, Our Story
 - 3.2.1. *Promoting Our Brand & Spreading Our Message*
 - 3.2.2. *Unified Messaging*
 - 3.2.3. *Operational Efficiency & Effectiveness*
- 3.3. From Realigned to Resolved
 - 3.3.1. *Partnering with institutional stakeholders*
- 3.4. Community Spaces that Connect and Activate
 - 3.4.1. *Creating dynamic, inclusive spaces*

2025-2028 Strategic Plan Framework (draft)

Delivering Our Promise

• 1.1 Innovation & Outcomes – The Student Experience

Delivering a student-centered experience that addresses the needs of industry for economic mobility and equip students to thrive in a competitive and evolving workforce.

• 1.2 Deliberate Retention Approaches

Leveraging focused retention strategies to improve student retention and maximize completion rates.

• 1.3 Designing Student-first Processes

Designing and simplifying institutional processes to prioritize the student.

• 1.4 Market-Focused Career Pathways

Developing academic and training programs aligned with current and future market demands that support clear pathways to career success.

Aligning Our Strengths

• 2.1 Empowered & Courageous – Our Panther Community

Building a culture of belonging and transparency by enhancing communication and engaging the community in shared governance.

• 2.2 Budget Process Built for Innovation

Developing a resource allocation strategy that drives innovation and supports the institution's vision for transformative education.

• 2.3 Leveraging Technology, Data, and Systems for Institutional Success

Utilizing technology and data-driven practices to strengthen institutional operations.

• 2.4 Supporting Extraordinary Talent

Attracting, retaining, and developing a high-performing workforce that celebrates and values employees.

Expanding Our Reach

• 3.1 Trusted & First – The Partner of Baltimore

Building partnerships that position the institution as a trusted leader and first choice in Baltimore and beyond.

• 3.2 Our Students, Our Story

Sharing compelling student success stories to showcase the college's impact.

• 3.3 From Realigned to Resolved

Partnering with institutional stakeholders to demonstrate achievements and to move beyond realignment.

• 3.4 Community Spaces that Connect and Activate

Creating dynamic, inclusive spaces that bring communities together to foster meaningful interactions, learning, and collaboration.

BCCC
Baltimore City Community College

BCCC is partnering with CREDO, now powered by Carnegie, to develop its 2025–2028 Strategic Plan and **unit-level (departmental) plans**. This collaboration ensures that unit-level goals led by budget managers and shaped in concert with faculty, staff, departments, and programs are fully aligned with the College's mission and the Middle States Commission on Higher Education's Standard 6 on planning, resources, and institutional improvement.

Through this process, CREDO brings expertise in strategic planning and institutional effectiveness, guiding BCCC in creating actionable goals that cascade from the College's overarching priorities. Each unit (department) will articulate goals that connect directly to **Strategic Plan Goals, Sub-Goals, and Objectives**, ensuring transparency and accountability. Unit goals will also align with its allocated budget and future budget requests.

To ensure effective planning implementation and sustainability, CREDO is assisting BCCC in integrating the Strategic Plan into the College's **Strategic Planning Online (SPOL) platform** with support from the SPOL team. The SPOL platform will serve as the central repository for all planning data, enabling streamlined tracking, alignment of goals and objectives, and transparent reporting. This integration will provide a sustainable structure for monitoring progress, supporting decision-making, and maintaining accountability across the institution. SPOL will also demonstrate clear alignment between unit-level goals while mapping progress to key performance indicators (KPIs) outlined in the Maryland Higher Education Commission (MHEC) Performance Accountability Report the Board of Trustees approves annually.

Additionally, the College will collaborate with the **Council for the Advancement of Standards in Higher Education (CAS)** to embed best-practice standards into the planning process for the various departments. CAS frameworks will help ensure that student services and co-curricular programs are assessed against nationally recognized benchmarks, reinforcing quality and continuous improvement across all units in alignment with the Middle States Commission on Higher Education Standards.

Together, these efforts strengthen BCCC's ability to monitor outcomes, assess effectiveness, and demonstrate compliance with accreditation standards, state reporting requirements, and national best practices.

Attachment 1: Strategic Plan Overview: Goals, Sub Goals, Sub Goal Descriptions & KPIs (red)

Attachment 2: Strategic Plan Overview: Goals, Sub Goals, Objectives & Objective Descriptions (green)

Strategic Plan Overview: Goals, Sub Goals, Sub Goal Descriptions & KPIs-Draft (Attachment 1)

Goal	Sub Goal	Sub Goal Description	KPIs
Goal 1: Delivering Our Promise	1.1 Innovation & Outcomes – The Student Experience	Delivering a student-centered experience that addresses the needs of industry for economic mobility and equip students to thrive in a competitive and evolving workforce.	• Annual unduplicated headcount • Market share of first-time, full-time freshmen • Market share of part-time undergraduates • Market share of recent, college-bound high school graduates • Enrollment in continuing education community service and lifelong learning courses • Enrollment in continuing education basic skills and literacy courses • Adult education student achievement rates • Minority student enrollment compared to service area population • Developmental completers after four years • Credit program pass rates in licensure/certification examinations required for employment • Graduates employed within one year • Enrollment in continuing education workforce development courses • Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure • Enrollment in contract training courses • Number of active registered apprenticeship programs

Goal	Sub Goal	Sub Goal Description	KPIs
Goal 1: Delivering Our Promise	1.2 Deliberate Retention Approaches	Leveraging focused retention strategies to improve student retention and maximize completion rates.	• Graduation-transfer rate after four years • First-year GPA of 2.0 or above at transfer institution • Percent of students receiving Maryland Community College Promise Scholarship • Percent of students receiving any state financial assistance award • Total Promise Scholarship Dollars • Percent of students receiving any financial assistance
Goal 1: Delivering Our Promise	1.3 Designing Student-First Processes	Designing and simplifying institutional processes to prioritize the student.	• Fall-to-fall retention • Successful-persister rate after four year • Four-year transfer and graduation rate of first-time community college students
Goal 1: Delivering Our Promise	1.4 Market-Focused Career Pathways	Developing academic and training programs aligned with current and future market demands that support clear pathways to career success.	• Associate degrees and credit certificates awarded • Annual enrollment in online/hybrid courses • Graduate transfers within one year (Transfer to four-year institutions) • Number of active apprentices • Percent of new teachers and nurses
Goal 2: Aligning Our Strengths	2.1 Empowered & Courageous – Our Panther Community	Building a culture of belonging and transparency by enhancing communication and engaging the community in shared governance.	• Percent of employees attending forums and institutional meetings/events. • Percent of faculty, staff and students serving on governance committees.
Goal 2: Aligning Our Strengths	2.2 Budget Process Built for Innovation	Developing a resource allocation strategy that drives innovation and supports the	• Percent of expenditures by function • Measure correlation between resource

Goal	Sub Goal	Sub Goal Description	KPIs
		institution's vision for transformative education.	allocation and student enrollment/outcomes. • Percent of Budget Aligned to Strategic Priorities
Goal 2: Aligning Our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	Utilizing technology and data-driven practices to strengthen institutional operations.	• Legacy system successfully integrated into the institutional platform. • Count of new reports available in the ERP repository for all departments. • Credit student distance education enrollment
Goal 2: Aligning Our Strengths	2.4 Supporting Extraordinary Talent	Attracting, retaining, and developing a high-performing workforce that celebrates and values employees.	• Average number of days to fill open positions. • Percentage of employees recognized through formal programs annually. • Percentage of employees completing required and optional training.
Goal 3: Expanding Our Reach	3.1 Trusted & First – The Partner of Baltimore	Building partnerships that position the institution as a trusted leader and first choice in Baltimore and beyond.	• Total formal partnerships established with businesses, nonprofits, government agencies, and educational institutions • Number of community programs or events co-hosted with partners • Percent of federal, state, local grant dollars awarded • Percent of advisory board members attending meetings and/or participating in initiatives
Goal 3: Expanding Our Reach	3.2 Our Students, Our Story	Sharing compelling student success stories to showcase the College's impact.	• Income growth of career program graduates • Graduates employed within one year • Credit program pass rates in licensure/certification

Goal	Sub Goal	Sub Goal Description	KPIs
			examinations required for employment • Graduate transfers within one year (to four-year institutions)
Goal 3: Expanding Our Reach	3.3 From Realigned to Resolved	Partnering with institutional stakeholders to demonstrate achievements and to move beyond realignment.	• Percentage of Realignment action items complete • Number of Performance Accountability Report benchmarks met
Goal 3: Expanding Our Reach	3.4 Community Spaces that Connect and Activate	Creating dynamic, inclusive spaces that bring communities together to foster meaningful interactions, learning, and collaboration.	• Number of infrastructure/capital projects delivered on time • Space unitization rate for events, meetings, or collaborative activities.

Strategic Plan Overview: Goals, Sub Goals, Objectives & Objective Descriptions-Draft (Attachment 2)

Institutional Goal	Sub Goal	Objective	Objective Description
1 Delivering our Promise	1.1 Innovation & Outcomes - The Student Experience	1.1.1 Innovative Teaching Strategies & Methodologies	Enhance student academic performance through a comprehensive, institutional (academic and non-academic) assessment model.
1 Delivering our Promise	1.1 Innovation & Outcomes - The Student Experience	1.1.2 BCCC Student Center	Holistically support the credit and non-credit student experience. The Student Center will interface directly with the College's existing and developing student support services.
1 Delivering our Promise	1.1 Innovation & Outcomes - The Student Experience	1.1.3 Customer Service Approach	Providing a welcoming, informative and resourceful campus climate (internally and externally) that values active listening, understanding and providing accurate information and guidance.
1 Delivering our Promise	1.1 Innovation & Outcomes - The Student Experience	1.1.4 Student Centered Communication Systems	Create automated phone service that would connect students with the appropriate office and also an AI/chatbot web-based functionality.
1 Delivering our Promise	1.2 Deliberate Retention Approaches	1.2.1 Advising Model	Create a multi-layer advising model to ensure that students receive personalized, sustained guidance over time.
1 Delivering our Promise	1.3 Designing Student-first Processes	1.3.1 Supporting the Student Experience	Enhance student services to increase retention and student satisfaction closing the achievement gap.
1 Delivering our Promise	1.4 Market-Focused Career Pathways	1.4.1 Crosswalk and Connections	Align non-credit to credit pathways to optimize equitable student experiences.

Institutional Goal	Sub Goal	Objective	Objective Description
1 Delivering our Promise	1.4 Market-Focused Career Pathways	1.4.2 Bridges to Early College and Senior Institutions	Implement a Guided Pathways model with pathways from high school and transfer to competitive employment and marketplace agility.
2 Aligning our Strengths	2.1 Empowered & Courageous - Our Panther Community	2.1.1 Brand Education	Tailor a comprehensive brand awareness strategy to connect various demographics and messaging through dynamic channels.
2 Aligning our Strengths	2.2 Budget Process Built for Innovation	2.2.1 Enrollment & Retention Assessment Plan	Create and enact a comprehensive, strategic enrollment and student success plan, supporting the whole student, recruitment, retention, graduation, as well as addressing performance gaps.
2 Aligning our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	2.3.1 Holistic Communication	Develop internal communication and centralized intranet locations for employee resources.
2 Aligning our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	2.3.2 Learning Modernization, Innovative Teaching Strategies & Methodologies	Articulate a strategic academic roadmap (Academic Master Plan) for innovation by identifying the knowledge and skills that students will need in the future and projecting areas of academic growth for programs and activities.
2 Aligning our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	2.3.3 Operational Modernization	Generate operational stability through the sustained enhancement of existing infrastructure, applications, information security, data management and customer services.

Institutional Goal	Sub Goal	Objective	Objective Description
2 Aligning our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	2.3.4 Data Access & Governance	Improve the quality, management and governance of College data across technology services through an Information Technology Plan.
2 Aligning our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	2.3.5 Institutional Continuity/Disaster Recovery	Maintain central business activities, resources, policies, procedures, and information through a Business Continuity & Disaster Recovery Plan developed, tested, and ready for use in the event of a disaster or major disruption of operations.
2 Aligning our Strengths	2.3 Leveraging Technology, Data, and Systems for Institutional Success	2.3.6 Employee and Student Access and Procurement	Offer students, faculty and staff contactless resources/technology to conveniently access campus buildings, purchase food, check in for events, use library services, and more. Review access to data for staff and faculty.
2 Aligning our Strengths	2.4 Supporting Extraordinary Talent	2.4.1 Center for Teaching, Learning, and Innovation	Advance educational excellence through the creation of the Center for Teaching, Learning, and Innovation (CTLI) which is dedicated to evidence-based teaching, learning and assessment practices to improve student learning outcomes.
2 Aligning our Strengths	2.4 Supporting Extraordinary Talent	2.4.2 Employee Retention	Attract new employees with an effective strategy that will lead to retention, pay and benefits for current employees.
2 Aligning our Strengths	2.4 Supporting Extraordinary Talent	2.4.3 BCCC Strong!	Align HR's training, development, and recognition

Institutional Goal	Sub Goal	Objective	Objective Description
			programming with the future of the workplace and employee experience.
3 Expanding our Reach	3.1 Trusted & First - The Partner of Baltimore	3.1.1 Expanding Access & Community Partnerships	Develop a strategic, fiscally viable and sustainable industry and community partnerships plan to foster programmatic innovation and long-term collaboration.
3 Expanding our Reach	3.1 Trusted & First - The Partner of Baltimore	3.1.2 Our Students...Their Story	Share our students' success stories in spaces that raise the visibility of our institutional impact.
3 Expanding our Reach	3.1 Trusted & First - The Partner of Baltimore	3.1.3 Community Counts	Foster an internal culture of community engagement between faculty, staff and students centered on the College's core values.
3 Expanding our Reach	3.1 Trusted & First - The Partner of Baltimore	3.1.4 Exposure Leads to Expansion	Host public and private community events and house community services on campus to increase the College's geographic footprint, awareness and service.
3 Expanding our Reach	3.1 Trusted & First - The Partner of Baltimore	3.1.5 Alumni Alliance: Forever Connected; Forever Strong	Develop a culture of lifelong engagement between students and alumni from enrollment to graduation.
3 Expanding our Reach	3.2 Our Students, Our Story	3.2.1 Promoting Our Brand & Spreading Our Message	Develop a marketing plan for seamless credit and non-credit program pathways to promote upskilling opportunities.
3 Expanding our Reach	3.2 Our Students, Our Story	3.2.2 Unified Messaging	Generate a communications and public relations plan to strengthen and more closely convey consistent and timely internal and external communications among

Institutional Goal	Sub Goal	Objective	Objective Description
			the Schools and central services.
3 Expanding our Reach	3.2 Our Students, Our Story	3.2.3 Operational Efficiency & Effectiveness	Drive institutional viability through high-quality operational, financial, and reputational systemic planning, analysis and reporting.
3 Expanding our Reach	3.3 From Realigned to Resolved	3.3.1 Partnering with institutional stakeholders	Partnering with institutional stakeholders to demonstrate achievements and to move beyond realignment.
3 Expanding our Reach	3.4 Community Spaces that Connect and Activate	3.4.1 Creating dynamic, inclusive spaces	Creating dynamic, inclusive spaces that bring communities together to foster meaningful interactions, learning, and collaboration.

ACADEMIC AFFAIRS + REALIGNMENT TASKS #1, #3, #4**Office of the Vice President for Academic Affairs**2025-2026 Priorities

Priority One: Assess the effectiveness of teaching and learning in collaboration with the Office of Assessment and faculty-led committees including Curriculum & Instruction Committee, Student Learning Outcomes & Assessment Committee and Program Review & Evaluation Committee.

Priority Two: Institute a comprehensive faculty-led advising model to ensure that students receive personalized, sustained guidance over time. Academic and Student Affairs will produce a system with student-facing resources, an advisor toolkit and training to guide students.

Priority Three: Provide professional development experiences for faculty, including the creation of the Center for Teaching, Learning, and Innovation (CTLI) which is dedicated to evidence-based teaching, learning and assessment practices to improve student learning outcomes.

Priority Four: Design a Credit for Prior Learning (CPL) model to evaluate and award credit for college-level learning acquired outside the classroom. CLP enables learners to earn credit for knowledge and skills gained through work experience, military training, employer training, volunteer service, independent study and noncredit courses.

Priority Five: Implement a Guided Pathways model with Workforce Development & Continuing Education (WDCE), including high school and 4-year institutions, for students to gain competitive employment and marketplace agility. The model will call for instructional innovation and systematic changes in policies, practices, and systems for students to build essential skills across programs.

Priority Six: Academics and WDCE align and revitalize program advisory boards with external stakeholders from various fields (business and industry, government, education, and others) in the development, delivery, and promotion of its credit and noncredit programs.

Priority Seven: Articulate a strategic academic roadmap (Academic Master Plan) for projecting areas of academic growth for programs and activities. Ensure all classes, instructional practices and instructional support systems are aligned with the baseline standards and pedagogical practices.

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.”

**School of Nursing and Health Professions (SNHP) and
School of Business, Science, Technology, Engineering, and Mathematics (BSTEM)****Nursing Program Accreditation and Annual Reporting**

On October 24, 2025, the Nursing program sent its yearly report to the Accreditation Commission for Education in Nursing (ACEN). As required, the report had to include program progress—everything from enrollment numbers and how many students are passing their licensing exams to faculty

qualifications and the new strategies attempted to help students succeed.

The assembly of the report was a valuable process for the entire Nursing department providing an opportunity to look at what's working well and where things can improve. The good news? There are some real strengths—solid partnerships with clinical sites and students who are genuinely engaged. The review also spotted some opportunities, like adding more simulation-based training to give students hands-on practice.

The numbers tell a positive story. More students are enrolling each semester, graduates are passing their licensing exams at rates that beat national averages, and graduates are finding jobs quickly in healthcare. The program is clearly on solid ground with plenty of room to keep growing.

Making Math and Engineering Work Better for Students

The fall semester brought a fresh look at how Math and Engineering courses are scheduled, all focused on making life easier for students. Faculty looked at how courses connect to each other and made sure prerequisites lined up properly to ensure classes are taken in the right order without hitting roadblocks or waiting extra semesters.

Scheduling has also become more flexible with when and how classes are offered. Need a morning class? It's available. Work during the day? Try evening or Saturday sections. And whether students learn best online from home, in a traditional classroom, or somewhere in between with a hybrid format, expanded options now fit different schedules and learning styles.

The thinking also extends beyond the main campus. This winter brought extra statistics sections so students can fulfill that requirement faster. Plus, classes are now offered at the BioPark facility and Reisterstown Plaza Center, which means students can shorten the trips to main campus and can take advantage of specialized resources like the advanced labs at BioPark.

New Grade Policy: Setting Students Up for Success

Here's an important change: starting now, students need to earn at least a "C" to move forward in courses that build on each other. This decision came from repeatedly seeing students struggle in advanced classes when basic concepts weren't quite mastered. The goal isn't about making things harder—it's about making sure students are ready for what comes next.

This also brings consistency to the programs. The requirement for a "C" or better already existed in developmental courses, so now that same standard applies across the board. Early responses from faculty have been encouraging—the expectation is that this will help more students stay on track and graduate on time. Close monitoring this year will show how things materialize.

e-Learning

Training

Outcomes

E-Learning assisted OIERP, PREC, and the SLOA committee in facilitating faculty working sessions to continue the efforts associated with Outcomes data collection and the necessary technological setup in Canvas to make that data collection as effortless and efficient as possible.

Dates: 10/17 & 10/24; each session lasted two hours

Course Surveys

E-Learning conducted two meetings with OIERP to begin the process of shifting responsibility for course surveys out of Academic Affairs and into OIERP for better data analysis capability. The two sessions, one a kickoff to provide an overview of the survey process and the second was a step-by-step first look at setting up projects inside the tool, currently Watermark Insights Course Evaluations and Surveys cloud-based tool.

Dates: 10/13 kickoff meeting; 10/27 walkthrough of setting up projects

E-Learning has committed to creating a guide to project setup that is deliverable by January. In the meantime, E-Learning will continue to setup, deploy, and manage course survey projects.

Procurements

Turnitin – this is the College’s anti-plagiarism software that is integrated into Canvas assignments. This contract will be renewed by November 4. The requisition is currently in process. The three-year contract term running from 11/4/2025 to 11/3/2028 is \$63,721.42.

Print Accessibility Plugin - E-Learning, to comply with the Title II directives on accessibility, will engage Anthology to provide a Canvas plugin (Ally) that will bring print content up to accessibility standards as outlined in the Web Content Accessibility Guidelines (WCAG) 2.2, Level AA. Quotes from Anthology and one other MEECS participant will be obtained in November for a Requisition in late November or Early December.

Video Management Platform– E-Learning, to comply with the Title II directives on accessibility, will engage Panopto to provide a video management platform that will bring video media content up to accessibility standards as outlined in the Web Content Accessibility Guidelines (WCAG) 2.2, Level AA.. Quotes from Panopto, Kaltura, and Canvas Studio will be solicited using the MEECS contract with the selected vendor providing the best overall value to the institution. The requisition for this item will be entered in December to allow enough lead time for implementation to occur before the April 2026 Title II deadline.

Library

Ongoing collection assessment

The Library Staff is working together to inventory and weed the entire print collection to gain accuracy in the online catalog, maintain the integrity of the print collection, support curriculum, and improve user satisfaction. They are undertaking these extensive projects to ensure that the print collection matches the modernization of the upcoming new facility, prepare for future updated Library software, and meeting accreditation standards. Weeding a print collection is a critical component in providing currency and relevancy of a Library. The removals are based on the following criteria:

- Out-of-date information
- Poor condition
- Low Circulation
- Relevancy to the curriculum
- Duplicate copies for courses that no longer use materials

Ongoing Inventory of Print Collection

Systems Librarian, with support from Federal Work Study Students and Circulation Manager, inventoried subject areas and continuing to identify missing items and remove them from the catalog: The first steps have been taken in inventorying the US History collection. Estimated timeframe for completion is January 30, 2026.

Ongoing Weeding of Print Collection

General Collection

Weeding of the print collection has continued. The first half of Language and literature collection has been evaluated. Work is ongoing in drama criticism. After that, most of the collection will be large swathes of primary literature sources, which should go a bit faster. I do not anticipate any change to the estimated completion date. Estimated timeframe for completion is January 30, 2026.

Reserves Collection

At this time there are only 13 titles (16 items, since we hold two copies of three titles) on reserve. A kind donation of a second copy of one of the NUR 120 texts has added to the reserve collection.

Typical Week Statistics

To continue to support the Association of College and Research Libraries' (ACRL) data collection, despite the absence of a library director, statistics on library usage were collected in the 2nd full week of October. This information will also inform our annual IPEDS filing.

User load

10 files retrieved from Banner by IT were loaded into the library system manually by the Systems Librarian, keeping our records up-to-date.

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.”

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

Through a partnership with the Aspen Institute College Excellence Program and the Maryland Higher Education Commission, Baltimore City Community College's School of Business, Science, Technology, Engineering, and Mathematics (BSTEM) has been working hard to create better transfer opportunities for students. The focus is on building stronger bridges between community colleges and four-year universities, making sure students can successfully complete their degrees in high-demand areas like Business Administration.

To move forward, BSTEM representatives and colleagues from the University of Baltimore met multiple times in October 2025. Over the course of two key meetings, the teams worked together to hammer out the details of a transfer agreement. They dove into important topics like making sure courses line up properly, how credits would transfer, and what each school would commit to providing. Everyone wanted to create an agreement that would truly benefit students while meeting all the necessary accreditation requirements. The conversations brought together the people who know these programs best—program coordinators, academic advisors, and school leaders from both institutions.

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.”

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

In October 2025, approval was granted for new developmental courses in Math and Science. These courses tackle a real challenge—helping students fill in knowledge gaps before diving into college-level STEM work. The focus is on building strong foundations in algebra, calculus, biology, and chemistry, but with a twist: utilizing hands-on, interactive teaching methods that genuinely engage students rather than merely lecturing to them. The courses also align with the state's expectations for students' knowledge.

Academic Affairs has worked closely with Baltimore City Public Schools to facilitate a smoother transition and help students make the leap from high school to college. The two are ensuring that what is taught in high school actually prepares students for what comes next in college. They're also sharing materials and opening up dual-enrollment—basically letting high school students earn college credits before graduation. As things roll out, both schools will review the numbers to see what's working and what needs improvement.

The pilot kicks off Spring 2026 and classes will be small to provide students with more individualized attention, featuring built-in tutoring support and helpful technology tools. The big questions: Can this approach keep more students in school? Will it inspire more students to be excited about STEM? Can this model be applied on a larger scale?

The Dean of Enrollment Management and Outreach is coordinating —keeping everyone informed, managing logistics, tracking results, and ensuring all necessary steps are taken. Expect a progress update to the Board sometime mid-Spring 2026.

This process of developing developmental courses goes beyond checking boxes or filling out the course catalog. It's about helping students make it through college, walk across the graduation stage, and secure STEM jobs right here in the region. Really, it comes down to BCCC believing every student deserves a fair shot and being willing to try new approaches to make that happen.

Operational Update**School of Nursing and Health Professions and****School of Business, Science, Technology, Engineering, and Mathematics****Life Science Building (LSB)**

Under the directive of the President, a project took place to take a hard look at the Life Sciences Building and figure out what upgrades were needed. Facilities Management joined in to handle the nuts and bolts, while Deans, Associate Deans, Program Coordinators, and faculty from Biology, Chemistry, and other science areas brought their classroom expertise. Getting all these voices in the room meant seeing the building from every angle—what works for teaching, what's practical to maintain, and what actually needs to change.

The goal was straightforward: walk through the building, spot problems, and fix what could be fixed right away. It's all part of BCCC's push to keep facilities in shape so students and faculty have spaces that

actually improve and enhance the teaching and learning environment.

The team did two thorough walk-throughs of the Life Sciences Building, checking out classrooms, labs, offices—basically everywhere that matters. Outside experts and industry partners were present to provide fresh eyes and specialized knowledge on what they were seeing.

The team zeroed in on a couple of key things:

Checking the Gear: Every piece of lab equipment was looked at—microscopes, centrifuges, chemical analyzers, safety equipment, all of it. Are they working? Do they need calibration? Are they up to safety codes?

Clearing Out the Clutter: Old instructional materials, expired chemicals, broken furniture—anything past its prime was tagged for removal. The labeling made it easier to dispose of resources according to state requirements and follow environmental guidelines.

Disposing the unused supplies and furniture and making sure equipment worked doesn't just check boxes—it makes labs safer and gives faculty and students better spaces to actually teach and learn.

Everyone who came through had good things to say, especially about the recent repairs and upgrades. New electrical systems, better air flow in the labs, updated workstations, and cosmetic touches that make the place feel more professional—it all adds up. Visitors kept mentioning how much better the building now reflects a modern STEM education facility.

Keeping Things Running

Moving forward, the Dean is now lining up vendors for ongoing lab equipment maintenance. Instead of waiting for things to break, there will be regular check-ups, repairs, and updates to keep everything running smoothly.

Here's what that involves:

What's Covered: Preventive maintenance, emergency fixes, and making sure equipment meets compliance standards.

Picking the Right Partners: Looking at several companies to find ones with the right expertise, fair pricing, solid track records, and values that match BCCC's sustainability goals.

When It Happens: Contracts should be locked in by early 2026, with maintenance starting soon after.

Planning ahead like this protects the college's investment and keeps classes running without interruption.

The Life Sciences Building effort shows BCCC taking care of business and thinking strategically about resources. Better facilities help recruit STEM students, strengthen grant applications, and meet accreditation standards. Supporting projects like this—are ones the President's office champions—pays off in the long run by keeping BCCC competitive and respected. Updates on vendor contracts and any new facility improvements will continue as things progress.

Personnel

The Dean of the School of Nursing and Health Professions has initiated a search for an Associate Dean, someone who can help drive programs forward, keep faculty aligned, stay abreast of accreditation requirements, and focus on what students need to succeed. The individual plays a crucial role in nursing and allied health programs. The search adheres to BCCC's hiring rules and prioritizes diversity, equity, and inclusion to attract candidates with genuine expertise in health professions education.

To date, the Dean had early conversations with three strong prospects. Each brings something different to the table, solid academic backgrounds, leadership experience, and knowledge of the healthcare field. The talks have centered on whether their goals align with what the School of Nursing and Health Professions is trying to accomplish, what ideas they have for expanding programs, and how they might help BCCC keep students enrolled and prepared for the workforce.

These initial conversations have gone well. Candidates are learning about what the school is already accomplishing, like the recent ACEN report and new developmental courses being piloted. On their end, they seem genuinely interested in BCCC's community focus and the chance to try new approaches in training health professionals.

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION + REALIGNMENT TASK #2**Office of the Vice President for Workforce Development & Continuing Education**

Priority One: Expand access to workforce training, Adult Basic Education Programs (ABE), English Language Instruction Programs (ELI), and Pathways in Technology Early College High School (P-TECH). Provide targeted remediation to improve pathway completion rates, increase certification and licensure attainment. Advocate and assist students with job placement opportunities that provide the current living wage.

Priority Two: Secure additional funding to expand access, support services and resources for students historically marginalized due to socioeconomic status. Creating equitable access to educational and workforce opportunities utilizing grants, Scholarships and contract training.

Priority Three: Enhance WDCE's visibility and impact by expanding and strengthening partnerships with Baltimore City Public Schools, Baltimore City Government, regional workforce boards, community organizations, and employers to better serve the community and align workforce training initiatives.

Priority Four: Revise the Facilities Master Plan to reflect the current state of the college, incorporating recent improvements and aligning future infrastructure investments with institutional goals, student needs, and community engagement.

Priority Five: Collaborate with the Baltimore City Police Department and surrounding jurisdictions to obtain/share crime data and trends, enhancing campus awareness and safety measures to protect the college community.

Area Highlights**Realignment Task #2**

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

GRANTS

WDCE continues to acquire funding sources to allow student free access to workforce development training programs. The charts below highlight the division's efforts with securing grants, scholarships and contract training totaling \$8,370, 829. Our goal is to add additional contract training throughout the fiscal year.

STATE FUNDING

Literacy Works (LW)	\$457,246.00
STATE TOTAL	\$457,246.00

FEDERAL FUNDING

Adult Basic Education & English as a Second Language (ABE & ESL)	\$413,486.00 (increased by \$10k to provide additional funding for classes)
Adult Secondary Education (ASE)	\$38,002.00
Local Institutionalized (LI)	\$17,337.00
Integrated English Literacy & Civics Education (IELCE)	\$129,303.00

FEDERAL TOTAL	\$598,128.00
TOTAL AWARD	\$1,055,500.00

WDCE Contact Training FY2025 – FY2026**FUNDING SOURCE**

Baltimore City Public Schools – Summer Program	\$158,050.00
Elev8	\$328,540.00
University of MD Medical Center	\$217,800.00
Goodwill	\$140,000.00
Johns Hopkins Hospital / University	\$3,500.00
Thomas Shortman	\$42,000.00
Levindale	\$87,000.00
Green Street Academy	\$38,500.00
Depart. Of Juvenile Services	\$40,000.00
TOTAL AWARD	\$1,055,390

WDCE – Grants & Other Funding FY2025 – FY2026**FUNDING SOURCE**

MD Department of Health (laptops for Community Health Workers)	\$10,059.00
MD Office of Refugees and Asylees (MORA) Afghan Grant (AS2SI)	\$431,944.00
MORA Refugee School Impact Grant	\$1,144,457.00
MORA English to Speakers of Other Languages (ESOL)	\$328,939.00
MORA Services to Older Refugees (SOR)	\$243,814.00
DHS Supplemental Nutrition Assistance Program (SNAP)	\$600,000.00
Department of Social Service (DSS) July 1, 2025- June 30, 2026	\$1,506,226.00
ARPA (Mayor's Office)	\$750,000.00
Maryland Community Colleges Promise Grant	\$936,100.00
Maryland Community Colleges Cyber Warrior	\$476,400.00
TOTAL AWARD	\$6,427,939.00

Adult Basic Education (ABE) & General Education Diploma (GED)**Statistical Indicators of Performance**

- In September, the Adult Basic Education Department completed a successful FY25 enrollment monitoring audit with the Maryland Department of Labor.
- FY25 fiscal monitoring began on October 27th and is in progress with the Maryland Department of Labor.

- In October, there were 140 student registrations that resulted in 111 students' enrollments.
- In FY26 (July – October), Adult Basic Education offered 69 classes resulting in 898 enrollments.
- In FY26 (July – October), a total of 20 students earned their GED/Maryland high school diploma (FY25 July – October: 17 students)
- In October, over 40 GED students enrolled in lab-based computer skills, math and reasoning through language arts (RLA) classes to exposure GED learners to artificial intelligence (AI) concepts, techniques, and prompts and address digital literacy gaps.

In November, Adult Basic Education will begin recruiting GED learners for the Integrated Education and Training (IET) Program to earn a workforce training certificate along with a GED/high school diploma. IET Program participants are selected based on current attendance, measurable skills gains (MSG), Test of Adult Basic Education (TABE) pre-test scores (new students) and post-test scores (continuing students); preferably at a Level 5 or better in math and reading (RLA).

The Adult Basic Education Division's current recruiting efforts include pretesting with the TABE placement assessment at Gilmore Homes, Brooklyn Homes, Our Daily Bread, and Pleasant View Homes. Additional community-based organization (CBO) registrations are in process for Northwest Career Center (NWCC) and Eastside Career Center (ESCC) for classes in January 2026. An in-person GED student orientation at the Harbor location is scheduled for January 2026.

Retention efforts begin with in-person student orientation sessions to demonstrate a community of support. Attendance procedures are communicated to set clear expectations towards student retention and weekly wellness workshops to address concerns that may impact attendance and retention.

English as a Second Language (ESL)

Enrollment

- Total Enrollment: 751
 - ELI (English Language Instruction): 221
 - CESL (Community English as a Second Language) & RAP (Refugee Assistance Program): 405

FY26 September Student Attainment

- Students post-tested: 43
- Students advanced to next level: 20 (46.5% advancement)

All students have been re-registered for the new cycle beginning November 3, 2025. In the English Language Instruction (ELI) program, 175 students (80%) passed their midterm exams, while 46 students (20%) were referred to ESL tutoring services. Currently, sixty-nine (69) students across all programs are receiving remediation support. Students who are repeating courses or at risk of repeating are referred to ELS Tutoring Services and provided access to digital learning tools such as Pearson's My English Lab.

Workforce Development

Continuing education non-credit programs drive student success and economic growth by equipping Baltimore residents with in-demand skills and clear career pathways. In October, a total of **472 students** participated in continuing education for non-credit and externship courses, demonstrating sustained community interest in skill development aligned with workforce needs. Enrollment spanned high-demand

fields such as healthcare, transportation, information technology, and childcare, reflecting the diverse career pathways supported by the college.

The chart below identifies both the specific course and the number of students enrolled.

Continuing Education Non- Credit Courses	October Enrollments
A+	23
Commercial Driver's License (CDL) -B Part 1 & 2	64
Child Care	45
Certified Nursing Aide - Medical Terminology	14
Certified Nursing Aide Theory	53
Computer Networking Concepts	44
Cardiopulmonary Resuscitation (CPR)	37
Community Health Worker Part II	18
Diesel Mechanic 1	14
EKG	17
EMT 2	23
Networking+ Certification Prep	9
Pharmacy Theory	38
Pharmacy Calculations	24
Venipuncture	46
Warehouse	3
Total	472

The chart below identifies both the specific externship and the number of students enrolled.

Continuing Education Non- Credit Courses	October Enrollments
CNA Clinicals	8
Venipuncture Clinical	1
Advance Patient Care Tech Clinical	0
Total	9

These outcomes directly support BCCC's strategic priority to elevate workforce development and job placement.

Healthcare & Allied Health

Healthcare continues to be among the most popular career paths offered by the division. Strong enrollments were recorded in Certified Nursing Aide Theory (53), Medical Terminology (14), CPR (37), Emergency Medical Technician II (23), Pharmacy Theory (38), Pharmacy Calculations (24), EKG (17), Venipuncture (46), and Community Health Worker Part II (18).

Clinical externships further enhanced hands-on learning, with CNA Clinicals (8) and Venipuncture Clinicals (1) providing students with real-world experience in patient care environments.

Transportation & Logistics

The Commercial Driver's License (CDL-B Part 1 & 2) program enrolled 64 students, reflecting strong demand for commercial driving credentials. Additionally, Diesel Mechanic I (14) and Warehouse (3) courses supported logistics and supply chain readiness. These programs are vital to meeting regional labor market needs and are supported by partnerships with local employers and workforce agencies.

Information Technology & Cybersecurity

IT and networking programs continue to attract learners seeking industry-recognized certifications. October enrollments included A+ (23), Computer Networking Concepts (44), and Network+ Certification Prep (9). These courses provide stackable credentials and hands-on training that prepare students for immediate employment or further study in the tech sector.

Childcare & Community Services

The Child Care program enrolled 45 students, reinforcing our commitment to supporting early childhood education providers and addressing critical workforce shortages in this sector.

Partnerships and Community Outreach

The following initiatives demonstrate our ongoing commitment to collaboration and impact by cultivating meaningful partnerships that enhance educational and workforce opportunities for our students.

Mayor's Office of Employment Development (MOED) and Baltimore City Workforce Development Board (BWDB) - WIOA Partner Convening Summary – October 30, 2025

On October 30, Workforce Innovation and Opportunity Act (WIOA) partners gathered at the East Side Career Center to share updates and strengthen collaboration across workforce initiatives. Key topics included the opening of a new service location, expansion of recovery-focused employment programs, and the launch of the Financial Empowerment Center initiative to support financial stability for job seekers. Partners also reviewed a new digital platform designed to streamline referrals and service coordination. The meeting concluded with shared updates and alignment on the next steps to enhance service delivery and outcomes. Various partner organizations provided updates and a discussion of the next steps, reinforcing the importance of continued communication, shared goals, and coordinated service delivery across the WIOA network.

LifeBridge Health/Levindale Hebrew Geriatric Center

BCCC's Strategic Workforce Development Partnership with LifeBridge Health and Levindale Geriatric Center has prioritized workforce development and job placement. In alignment with this commitment, this partnership has helped 27 participants complete the Certified Nursing Assistants (CNAs) training program, gaining the skills and credentials necessary to enter the healthcare workforce at Levindale. In October, a new cohort of 14 CNA students began training, continuing the momentum of this workforce pipeline. This initiative not only supports the staffing needs of healthcare partners like LifeBridge Health but also strengthens the economic mobility of Baltimore residents through career-focused education and job placement.

Collaborative Healing

Baltimore City Community College (BCCC) has begun an affiliate agreement with Collaborative Healing Mental Health Clinic/Center, a community-based mental health provider. This strategic partnership opens new doors for BCCC students pursuing careers in community health and mental health services by offering hands-on clinical externship opportunities in real-world settings. Through this collaboration, students gain invaluable experience working alongside licensed professionals in a supportive, client-centered environment that allows students to apply classroom knowledge to practical scenarios, deepen their understanding of mental health care delivery, and develop essential skills such as client engagement, case documentation, and interdisciplinary collaboration.

Baltimore City Schools - Vivien T. Thomas Medical Arts Academy

For a second consecutive year, BCCC has continued its partnership with Baltimore City Public Schools to provide high school seniors at the Vivien T. Thomas Medical Arts Academy with Certified Nursing Assistant (CNA) training, equipping them with industry-recognized credentials and a direct pathway into the healthcare workforce upon graduation. By integrating career-focused training into the high school experience, BCCC is helping to build a sustainable talent pipeline that meets regional healthcare demands while empowering students with early access to employment opportunities. This initiative reflects BCCC's commitment to preparing Baltimore's youth for meaningful careers and advancing economic mobility through education.

MCCACET 2025 Retreat

BCCC's attendance at the Maryland Community College Association of Continuing Education and Training (MCCACET) 2025 retreat supported strategic alignment with regional workforce and education partners. The retreat provided a platform to exchange best practices, strengthen cross-sector collaboration, and explore innovative approaches to career and technical education. Participation enhanced BCCC's visibility, reinforced its commitment to workforce development, and contributed to actionable insights for program improvement and partnership expansion.

Maryland Department of Human Resources/Family Investment Program – SNAP E&T

Baltimore City Community College (BCCC) finalized and submitted contractual agreements for the continuation of the Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) Grant for FFY 2026–2028 on October 7, 2025. However, on October 8, BCCC received notification of a lapse in appropriations for the USDA Food and Nutrition Service (FNS) effective October 1, resulting in the shutdown of nonessential operations. As a result, SNAP eligibility determinations for students seeking training funds were temporarily halted. Applicants were redirected to alternative scholarship opportunities to ensure continued access to workforce training programs. This situation underscores BCCC's commitment to maintaining enrollment and supporting students despite federal funding disruptions.

Maryland Department of Transportation/MTA - Metro Operation

BCCC met with Metro Operations to establish a strategic partnership that creates a sustainable career pipeline for students and graduates through training, apprenticeships, and hands-on exposure to railcar maintenance operations. Shared goals include developing pathways to employment in high-demand transportation careers, aligning BCCC technical programs with MDOT MTA workforce needs, and providing students with real-world experience through site visits and job shadowing. BCCC looks to begin planning for training integration, long term apprenticeships, and information/hiring events.

In October 2025, BCCC Workforce Development recorded a total of 664 inquiries, reflecting strong engagement and alignment with the college's strategic realignment goal to prioritize workforce development and job placement in Baltimore City.

Students Inquiry Forms, CRM Recruit	
Community Health Worker	21
Certified Medical Assistant	24
Certified Medical Assistant Update	1
Certified Nursing Assistant/Geriatric Nursing Assistant	91
Emergency Medical Technician	31
Multi Skilled Medical Technician	19
Patient Care Technician	19

Pharmacy Technician	47
Venipuncture/Phlebotomy	51
101Automotive/Deisel	16
Commercial Driver's License CDL-B)	29
Childcare	54
Construction	19
Warehousing/Logistics	3
Undecided	12
Customer Service	5
Cyber Security	36
Microsoft	1
Five (5) Online Info Sessions	114
Emails Inquiries Workforce Team	65
SNAP/DSS Referrals	3
MOED Outreach/Unite Us Referrals	3
Total Inquiries	664

Key Highlights from Customer Relations Management System (CRM)

Healthcare Training Dominates Interest

Over 50% of inquiries were for healthcare-related certifications, including:

- 91 – Certified Nursing Assistant/Geriatric Nursing Assistant
- 51 – Venipuncture/Phlebotomy
- 47 – Pharmacy Technician
- 31 – Emergency Medical Technician

Transportation & Skilled Trades Inquiries

- 29 – Commercial Driver's License (CDL-B)
- 54 – Childcare
- 35 – Construction & Automotive

Technology & Customer Service Inquiries

- 36 – Cybersecurity
- 5 – Customer Service

Virtual Outreach Success

Five online information sessions attracted 114 attendees, indicating strong digital engagement.

Partnership & Pipeline Development

- MOED outreach generated 3 contacts
- SNAP/DSS referrals: 3
- Unite Us referrals: 3

This outreach data supports BCCC's realignment initiative by:

- Targeting high-demand sectors (healthcare, transportation, trades)
- Building pathways to employment through certification programs
- Expanding access via virtual engagement and community partnerships

WDCE engagement reflects a vibrant and responsive outreach strategy, prioritizing workforce development by:

- Aligning program offerings with high-demand sectors
- Expanding partnerships to enhance job placement pipelines
- Investing in digital and hybrid learning formats for accessibility

Program - Year to Date 7/1/2025 through 10/31/2025

Healthcare

Course	Enrolled	Completers	License / Certificate
CNA/GNA	92	84	68
Pharmacy Technician	30	20	5
Venipuncture/Phlebotomy	101	47	9
Community Health Worker (CHW)	18	5	5
Patient Care Tech	13	10	10
Emergency Management Tech (EMT)	25	24*	0

***EMT class not yet complete; awaiting final grades for 24 students remaining in class**

Cyber Security and Information Technology

Course	Enrolled	Completers	License / Certificate
A+	66	28	12
Computer Networking Concepts	128	53	15
Network +	25	29	29
Security +	11	7	13

Transportation, Logistics and Childcare

Course	Enrolled	Completers	License / Certificate
Commercial Driver's License (CDL) Class B	92	59	32
Warehouse & Logistics	2	5	7
Diesel Mechanics	14	4	4
Childcare (combined)	153	83	83

Career Services

In Fall 2025, WDCE launched its asynchronous job readiness course, offering students flexible access to training in workplace communication, professionalism, résumé and cover letter writing, job search strategies, and mock interviews. To support students who prefer in-person learning, the course is supplemented with on-site assistance at Liberty Campus.

WDCE has strengthened its partnerships with city agencies, employers, and community organizations, participating in key outreach events and convenings including:

- MOED Safe Streets Penn North Hiring/Resource Fair
- University of Maryland – Midtown Hiring Event
- Catholic Charities Annual Resource Fair
- Our Daily Bread Resource Fair
- CollegeBound Foundation Partner Convening
- Baltimore City Office of Equity and Civil Rights: Beyond the Classroom
- Discover Northrup Grumman

At these events, the Workforce Development & Continuing Education (WDCE) division promoted BCCC's educational pathways, stackable credentials, and career opportunities to participants. In addition, BCCC provided collaborative support services to our community and employer partners, reinforcing our commitment to workforce alignment and student success.

Career Services provided a myriad of assistance to students resulting in twenty-eight (28) placements with an average hourly wage of \$18.96 for the month of October. Specific employer placements and wages are listed below:

Employer	Position Title	Placements	Average Hourly Wage
Amazon	Warehouse Logistics	2	\$19.23
Ascension Saint Agnes	Patient Services	1	\$23.00
Ascension	Paraprofessional	1	\$16.00
Aveanna Healthcare	Crew Member	1	\$15.00
Burger King Restaurants	Customer Services	1	\$15.50
Domino's Pizza	Customer Service Representative	1	\$15.50
Dunkin Doughnuts	Cashier	1	\$14.00
Dunlop Protective Footwear USA, LLC	Finish Line Assembler	1	\$16.00
Harken Security	Security Officer	1	\$17.50
Home Centris Healthcare	Home Caregiver	1	\$16.00
Home Depot	Cashier	1	\$15.50
KC Hair Outlet	Customer Service Representative	1	\$15.00
Keystone Korner	Executive Sous Chef	1	\$28.00
Kohl's Warehouse	Warehouse Associate	1	\$18.00
Northwest Hospital	CNA	1	\$23.00
Oak Crest Senior Living	CNA	1	\$17.00
People's Community Health	Phlebotomist	1	\$19.75
RCM Healthcare services	Therapeutic Aide	1	\$18.00
S.A.F.E MANAGEMENT	Unarmed Security Guard	1	\$17.00
Bowmaker Cleaning Services	Housekeeper	1	\$20.00
Sinai Hospital	CNA	1	\$16.00
Towson Town Center	Security	1	\$18.00
University of Maryland Medical Center	CNA	2	\$17.55

Employer	Position Title	Placements	Average Hourly Wage
US Postal Service	Mail Carrier	1	\$20.00
Walmart, Inc.	Manager	1	\$40.00
Wendy's Restaurants	Crew Member	1	\$15.00
WPM Real Estate Management	Maintenance Technician	1	\$23.00

Facilities

Projects Recently Completed

- *Life Sciences Building*: Painting of offices, classrooms, and hallways on floors 2, 3, and 4
- *Life Sciences Building*: Carpet installation in 23 offices on the second floor

Projects Under Construction

- Men's and women's bathrooms (Student Services, Ground Floor 70% complete)
- HVAC upgrade (Life Sciences Building, 95% complete)
- Cleaning and waxing of floors (Life Sciences; 85% complete)
- Painting of the restroom partitions (in progress)
- Elevator renovation (Life Sciences Building; passenger elevator 100% complete)
- Window and storefront replacement (West Pavilion; currently in the bidding process)
- Bathroom renovation (South and West Pavilions; contract awarded to TMG Constructions)

Projects in Design Stage

- Dental Hygiene Clinic Renovation (Life Sciences Building)
- Life Sciences Building Restrooms Renovation
- South Pavilion Windows Renovation
- Roof Replacement (Physical Education Center)
- Learning Commons (New Library)
- Wellness Center (Physical Education Center)
- Facilities Building (Fine Arts Wing)
- Nursing Building Renovation
- North Pavilion Demolition

Projects Recently Completed

- Men's and Women's Bathrooms (Student Services, 1st Floor, Main Building, Ground Floor of Administrative Wing)
- Bard Site: After demolishing the Bard Building, (lawn laid out, trees planted, 5-foot-high wrought iron perimeter fence with four access gates installed).

STUDENT AFFAIRS + REALIGNMENT TASK #5**Office of the Vice President for Student Affairs****RECRUITMENT & ADMISSIONS**

The Office of Recruitment and Admissions continue to advance its work by strengthening systems, structures, and services to better support prospective students. A second hiring session was held to fill key positions, including two new recruiters, an Office Specialist, and an Assistant Dean of Admissions and Recruitment. These additions will expand the team's capacity and enhance outreach efforts across the region.

The office has launched a comprehensive review of its standard operating procedures (SOPs) to ensure consistency, clarity, and alignment with institutional goals. This ongoing effort is focused on norming the implementation of existing processes, improving coordination across departments, and enhancing the overall student experience from inquiry through enrollment. Complementing these operational improvements, the office has refreshed its physical space to feature brochures and resources from multiple college departments. This update strengthens the team's ability to provide accurate information, streamline triage, and connect students efficiently with the support and services they need. In October, the Office of Recruitment and Admissions actively engaged prospective students through 22 recruitment events (see table below). Outreach included application sessions, college and transfer fairs, senior presentations, and workforce trainings. Collectively, these activities deepened the College's presence in the community, enhanced awareness of BCCC's academic programs, workforce development activities, student opportunities, and expanded access to the pathways available to future students.

Date of Event	Organization/School	Event Type
10/1/2025	Connexions	Application Session
10/3/2025	Benjamin Franklin High School	MSP Senior Applications
10/6/2025	Carver Vocational-Tech High School	College Fair
10/6/2025	Reach! Partnership! High School	College Fair
10/6/2025	BRAVE High School	College Fair
10/7/2025	Green Street Academy	College Fair
10/7/2025	Poly High School	College Fair
10/8/2025	Vivien T. Thomas HS	College Fair
10/9/2025	Mount De Sales/Mount Saint Joseph College	College Fair
10/9/2025	Mervo	Information Session
10/14/2025	BCCC	Fall 2025 Transfer Fair
10/14/2025	Enoch Pratt Free Library	College Fair
10/15/2025	Carver High School	Senior Presentation
10/21/2025	Augusta Fells Savage Institute of Visual Arts	Senior Presentation

10/22/2025	Wage Commission	Beyond The Classroom
10/23/2025	Excel High School	Workforce Training
10/24/2025	Mervo	College Fair
10/27/2025	Baltimore Leadership School for Woman	College Fair
10/28/2025	Digital Harbor HS Back-to-School Celebration	College Fair
10/29/2025	College Fair	NACAC
10/29/2025	College Fair	NACAC
10/30/2025	Coppin Academy	Senior Presentation

Admission Operations

	Number of Visits
October	418

Visits by Day of the Week: October 1 to October 31

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Visits
Admissions	84	105	98	71	53	7	418
Visits							

The peak visiting days were Tuesday and Wednesday.

EARLY COLLEGE ACCESS & PROGRAMS

Early College Access & Programs is strengthening its partnership with Baltimore City Public Schools (BCPSS). These joint efforts align with the Blueprint for Maryland's Future, which calls for expanded and equitable access to early college opportunities. Together, the program and BCPSS are working to clearly define degree pathways that maximize dual credit attainment and increase the number of students graduating high school with an associate degree and/or industry certification. Concurrently, the program is focused on strengthening the infrastructure necessary to support sustained growth in student enrollment and success.

Operational Highlights

- Conducted fall site visits to partner schools to monitor program implementation, gather feedback, and ensure program fidelity.
- Met with BCPSS central office staff to norm conditions and finalize logistics for the November dual enrollment presentation.
- Demonstrated course equivalencies to identify innovative degree and certification pathways in partnership with BCPSS and the Academics Office.
- Continued onboarding activities for the Coordinator for Early College Access & Programs.

- Continued to refine and rebrand BCCC's dual enrollment program to improve operational efficiency, rebuild trust, and increase student success.

Next Steps

- Secure cabinet approval for a zero-dollar adjunct professor contract and develop a pipeline for BCPSS teachers to obtain adjunct faculty credentials, addressing instructor shortages.
- Propose a centralized model for admissions, registration, hiring, and overall execution of the dual enrollment program.
- Present resources to enhance organizational efficiency (re: dual enrollment handbook and associated tools).
- Design a professional development series for school-based teams—including principals, counselors/post-secondary advisors, schedulers, and dual enrollment points-of-contact—to strengthen implementation and support structures.

INTERNATIONAL STUDENT SERVICES

Overview

International Student Services (ISS) manages the full lifecycle of international students—from admissions through graduation and beyond, including Optional Practical Training (OPT) and SEVIS transfer-out processes. The office provides comprehensive support and ensures institutional compliance with federal regulations governing non-immigrant students, while fostering academic success, personal well-being, and intercultural engagement. By integrating international admissions, immigration compliance, and student development, ISS supports the recruitment, enrollment, and overall success of BCCC's international student population.

Operational Highlights

a. Decrease in Application Rate

- Applications in October from self-identified F-1 visa students = 81 compared to 218 received in October 2024.

b. International Student Services & Retention Efforts

- Individual Meetings: ISS staff held 281 meetings with F1 students, their representatives, or other non-U.S. citizens to address residency verification concerns.
- Federal Compliance: Continued to prepare for the Department of Homeland Security (DHS)/Student & Exchange Visitor Program (SEVP) to semiannual recertification process due 03/26/2026.
- International Students Club (ISC):
 - Held five weekly meetings of the club (attendance: 11, 24, 11, 20)

Next Steps

- Internal Controls: Continued improvements in automation of application processing and communication with prospective and admitted students. Improvements in data integrity with new F-1 enrollment reporting tools in Argos. Consultations with ITS to perfect these reports will continue in October.
- Federal Compliance: Preparing for meeting of stakeholders in November to prepare all items required by the semiannual recertification, due in March 2026.
- Campus Programming: Preparing for International Education Week, November 17-20, in collaboration with ISC, Student Life, and other campus partners.

MAYOR'S SCHOLARS PROGRAM (MSP)

Summer Bridge Planning

The Mayor's Scholars Program continues to meet bi-weekly with campus stakeholders to discuss summer bridge utilizing data from orientation, course schedules, and enrollment in preparation for the 2025-2026 Mayor's Scholars Summer Bridge program and the upcoming JCR Report.

Coding

In preparation for the JCR report, MSP completed the coding reconciliation review project for the JCR report. To ensure all MSP students are coded correctly, the MSP team reviewed approximately 425 student accounts to ensure the correct MSP Attribute and Cohort Codes were listed in Banner, to provide end dates for students that had stopped out or completed a degree or certificate program. The coding reconciliation list was then sent to the Office of Records and Registration for update in Banner.

Continued Outreach

MSP continues to send weekly communications to MSP students that have not yet completed the 2025-2026 FAFSA Application with a reminder to complete both the 2025-2026 & 2026-2027 FAFSA Applications.

In addition, MSP has been connecting with Baltimore City Public school college counselors and current high school juniors and seniors providing information about the Mayor's Scholars Program, applying for the program, and attending BCCC.

Panther Talks

MSP hosted the monthly Panther Talks session focused on Banking Basics for College Students during the month of October.

Advising

The MSP team also continued supporting new students registering for Fall semester classes while also providing advising, registration assistance, and check-ins to current MSP students.

MSP developed an Academic Advising schedule to streamline the student appointment process and provide the MSP department with the time for meeting with prospective students and for departmental planning and programming.

Standard Operating Procedures

MSP is in the process of completing Standard Operating Procedures (SOPs) for the work performed in the MSP department. Completed SOPs include the JCR Coding Project and Advising.

Created an operational calendar and timeline highlighting MSP enrollment, retention, summer bridge and providing an overview of the daily and monthly tasks for completion for the Mayor's Scholars Program and MSP Summer Bridge.

Developed a recruitment plan to assist in increasing MSP applications and attendance from target student populations (e.g., Baltimore City and Maryland high school students) for the Mayor's Scholars Program. MSP developed an MSP Policies and Procedures manual to outline the Mayor's Scholars Program, with its purpose, goals, and functions.

Next Steps:

- Continued review of communication plans for Banner and CRM for the MSP department.
- Increase programmatic efficiency through internal process review.

- Launch a rebranding plan to “reintroduce” MSP as a cohort, wrap around service program.

VETERAN SERVICES

Overview

Baltimore City Community College Veterans Services is committed to expanding and strengthening support for our veteran students to enhance their academic success and overall college experience. Veterans Services provides comprehensive resources and individualized support designed to address the unique academic, social, and transitional needs of military-connected students. We are dedicated to ensuring that every veteran student is not only supported and connected within the campus community but also fully equipped with the skills, resources, and networks necessary to achieve academic success and thrive in their professional and personal pursuits.

Operational Highlights

The Veteran Services department has implemented several initiatives to enhance engagement, support, and visibility for veteran students at BCCC. A new line of BCCC veteran-specific promotional merchandise has been launched and will be awarded to VA students who participate in veteran-focused campus events. To ensure consistent programming, an operational events calendar has been established, guaranteeing a minimum of one veteran-centered event per month and creating ongoing opportunities for academic, social, and professional engagement.

Additionally, Veterans Services has developed a collaborative relationship with the Baltimore Vet Center in Pikesville, MD, establishing a foundation for future partnerships that will expand access to resources and services while strengthening connections between BCCC and the broader veteran community. These initiatives collectively reinforce the department’s commitment to supporting military-connected students, promoting engagement, and enhancing their overall collegiate experience.

Next Steps

- Enhance Event Impact and Engagement: Collect feedback from veteran students after each event to assess satisfaction, relevance, and areas for improvement.
- Strengthen Communication and Visibility: Develop a structured communications plan to promote events, resources, and military services across campus.

ATHLETICS

The Women’s Volleyball team completed their season. The men and women’s basketball teams started their 2025-26 campaigns. The women’s team is led by first year coach Ms. Rhonda Jackson. The men’s team this year features students from Canada, England, France, Switzerland, Netherlands, and the son of an Olympic Medalist who hails from Finland.

The 2025-26 schedules and game times for all sports are posted on the Athletic Department website. Anyone wishing to revisit home games from both the men’s and women’s 2024-25 basketball seasons can view them by clicking the link on the Athletic Department website at www.bcccpanthers.com

DISABILITY SUPPORT SERVICES

The Disability Support Services Center focused on advancing its mission to support and encourage students through a series of targeted initiatives. Our efforts included a robust recruitment campaign aimed at increasing outreach to prospective students, which has already shown promise in growing our student

base. We've strengthened retention strategies, focusing on individualized support to ensure students feel encouraged and engaged throughout their academic journey.

Fall 2025 Accommodations			
	Renewals	Intakes	Total
16 weeks	24	12	36
14 weeks	10	24	34
8, 10 weeks	14	4	28

Total Students for Renewals and Intakes for the Fall: 98

FINANCIAL AID

The Financial Aid Office made progress in verification file completion, Title IV reconciliation, state program management, and system cleanup in preparation for the 2026–27 award year. Additional efforts included expanded FAFSA outreach initiatives, new FWS and FAFSA marketing materials, coordinated Banner system updates, and strengthened collaboration with campus partners such as IT, Registrar, and Student Accounts.

KEY ACCOMPLISHMENTS

The following accomplishments reflect operational progress and service enhancements completed during the reporting period:

Aid Processing, Verification, and System Operations

- Completed more than 350 verification files for Fall 2025, prioritizing V1, V4, and V5 groups for timely disbursement.
- Reduced ISIR suspense records by 42% through coordinated cleanup with IT and Ellucian.
- Began system setup for the 2026–27 award year, including SAI logic review, message class updates, and packaging rule configuration.
- Implemented the new daily staff tracking log to ensure consistent documentation and accountability. Processed SAP appeals and ensured timely Banner updates.

Federal Work-Study (FWS) and Title IV Reconciliation

- Conducted monthly reconciliation for Pell and SEOG in coordination with Finance, aligning Banner, COD, and G5.
- Identified and addressed Payroll-to-Banner integration issues affecting FWS reconciliation.
- Expanded community service placements, achieving 42 active FWS workers across on-campus and 501(c)(3) partner sites.

State Aid Compliance (MHEC)

- Reconciled state rosters for Part-Time Grant and GA Grant.
- Communicated with students regarding missing documentation and state-aid eligibility adjustments.

OUTREACH, FINANCIAL LITERACY, AND STUDENT ENGAGEMENT

- Hosted multiple FAFSA workshops on campus.
- Delivered early awareness presentations focused on FAFSA, award letters, SAP, and financial literacy.

- Implemented targeted outreach to students with pending tracking items to accelerate file completion.
- Developed and launched an **extensive FAFSA outreach plan** in coordination with campus and community partners.
- Created and distributed **new FAFSA and FWS workshop flyers**, increasing student visibility and participation in financial aid programs.

Aid Disbursement & Funding Overview

Federal Funding

- Federal Pell Grant: \$3,894,019 disbursed YTD
- Federal SEOG: \$169,875 disbursed YTD
- Federal Work-Study: \$216,963 paid YTD; \$1,019,907 awarded

State and Institutional Funding

- Maryland Promise: \$29,658
- Maryland Part-Time Grant: \$28,000
- Athletic Scholarships: \$59,305

Total Aid Disbursed YTD: \$10,605,086

STUDENT LIFE & ENGAGEMENT

The Office of Student Life & Engagement fosters a vibrant campus community by promoting student involvement, leadership, and personal growth through programs and activities at Baltimore City Community College.

Hunger-Task Force Committee

The Office of Student Life & Engagement and the Student Government Association hosted monthly meetings with the Hunger-Taskforce committee. The meeting for October focused on planning for National Hunger & Homelessness Awareness Week slated to take place November 17 – 21, 2025.

Inter-department Collaborations

Fall Fest Fall Office Door Decorating Contest

The Office of Student Life & Engagement hosted a competition around all campuses to see which office had the most spirit at the start of the fall season. Eleven departments participated from the Liberty Campus and Harbor Place. First prize winner was the Office of Admissions, followed by second place winners for Disability Student Support Services, and third place winner Barnes & Noble Bookstore.

Helping Maryland Colleges Expand OTC Contraception Access

The Assistant Dean of Student Life & Engagement participates in weekly meetings with other on campus key stakeholders to discuss implementation and education awareness for OTC. This committee is comprised of students in response to the state mandate referenced as “*Helping Maryland Colleges Expand OTC Contraception Access*” and aims to ensure students have access to critical reproductive health resources across campus settings. This month, the Assistant Dean worked with the Grants Office to submit a grant proposal for a Vending Machine that will cover the cost of one machine that contains contraceptives.

Transfer Fair

The Office of Student Life & Engagement collaborated with the Student Success Center to help coordinate the Transfer Fair on Tuesday, October 14, 2025.

Phi Theta Kappa Honor Society

The Assistant Dean worked to ensure the continuation of the Phi Theta Kappa Honor Society in collaboration with Academic Affairs. The Dean of the School of Arts & Humanities and the Assistant Dean of Student Life & Engagement have established biweekly meetings to discuss next steps for inducting a new group of scholars and plan for the Annual Recognition dinner.

*Grants Partnerships****Over-the-Counter Vendor Machine Grant***

The Assistant Dean of Student Life & Engagement worked with the Director of Grants at BCCC to prepare an application for a grant that will support Maryland Community Colleges during the academic year 2025-26 to support and meet the requirements of Education Article, Section 16-111 (2024) which entails "over-the-counter contraception" means a contraceptive drug or device approved by the Federal Food and Drug Administration. This grant will be used to purchase vending machines to be placed in a location that is accessible to all students and staff when classes are in session and offers some privacy.

MHECH Hunger-Free Campus Grant

The Assistant Dean of Student Life & Engagement worked with the Director of Grants at BCCC to prepare an application for a grant that has been awarded to BCCC in the amount of \$11,000 grant from the Maryland Higher Education Commission (MHEC) as part of a statewide initiative to address food insecurity among college students across Maryland. Through this program, BCCC has been officially designated a Hunger-Free Campus by the State of Maryland.

*Community Engagement***Community Leadership Conference**

The Assistant Dean of Student Life & Engagement continues to lead the Planning & Marketing Committee of the 15th Annual Service-Learning & Civic Engagement (SLCE) Conference, hosted by Coppin State University on Saturday, October 25, 2025. This conference is a premier opportunity to foster dialogue, share innovative practices, and build meaningful connections around service-learning/ community-based learning and civic engagement. Over 16 institutions in Maryland and DC will be represented at this conference. BCCC representation will assist with the Call for Proposals and Logistics Team.

National Society of Leadership & Success

NSLS hosted their next call for new members for the fall semester. A total of 53 students paid dues to become members of NSLS for the fall semester. These new members include three students from Carver High School in Baltimore, MD for the fall recruitment of new members. This means that we have now expanded through Dual Enrollment students and have high school students as a part of our college chapter.

National Scholarship Recipient

Amaadi Coleman, the President of the BCCC Chapter of the National Society of Leadership & Success was recently awarded a \$1,000 scholarship through the Scholarship Portal based on scholarship, civic engagement, and leadership through the organization and her community. Like the first recipient at BCCC last year, Amaadi was awarded one of only 10 scholarships from the National Society of Leadership & Success. The institution now has two scholarship winners out of 869 chapters nationwide.

Community Service

Community Organization	BCCC Organization	Date(s)	# of Hours
Project Love Yourself	Student Leadership Club	Ongoing	3
Baltimore City Food Bank	National Society of Leadership & Success	10/25/25	3
		Total Hours	6 hours

October 1 – 31, 2025 Donation Drive

Throughout the month of October, Student Life & Engagement continued to host donation drives to receive food and clothing items. There are boxes that will remain in front of the Student Center area to collect items. Five campus departments, including Academic Affairs, contributed to the donation drive.

Activities and Events

Event Title	Sponsoring Org.	Date	Attendance
SGA General Body Meeting	Student Government Association	10/1/25	24
One Maryland, One Book	Student Life & Library	10/8/25	7
Celebrating World Mental Health Day	Student Life & Wellness	10/9/25	14
Mental Health Week (I Will Listen)	Student Life & Wellness	10/6-10/10	130
Fall Fest: Kickoff Event	Student Life	10/13/25	21
Voter Registration	Student Life	10/15/25	36
Fall Fest: Fall Festival	Student Life	10/15/25	219
Mind & Motion Mondays	Student Life	10/20/25	11
Breast Cancer Awareness Event	Student Life	10/22/25	28
Mental Health Workshop	Student Life & Cultivating Embracing Change	10/22/25	35
Make It Take It Thursdays	Student Life	10/23/25	19
LinkedIn Workshop	Student Life / Career Services	10/23/25	15
Keeping It Real Lecture Series	Student Life & Academic Affairs	10/24/25	27
Pumpkin, Painting, & Pie w/SGA	Student Life & SGA	10/30/25	25
Trunk or Treat: Halloween Event	Student Life	10/31/25	127

STUDENT SUPPORT & WELLNESS SERVICES

Student Support and Wellness Services (SSWS) served approximately (68) students, virtually and in person via office visits, intakes, and scheduled counseling sessions with (33) new student service requests. The department conducted counseling intakes and facilitated (35) in-person (in-office) and

virtual (telehealth) individual counseling sessions. Students this month present with issues surrounding school- related stress, relationship issues, anxiety, depression, time management, and coping skills.

SSWS was represented at (25) on/off campus planning and routine meetings. We continue to build new partnerships for the upcoming 2025/2026 academic year. We entered a formal MOU with Us Helping Us, which is a big piece to other partnerships that support the state mandated OTC student support process on campus. We also have formulated new partnerships with Planned Parenthood & STAR REACK Adolescent Health Program to provide weekly campus visits to support students and staff.

SSWS submitted a grant proposal to provide services and resources to students around gaming addiction. The Problem Gambling Prevention Grant decision timeline has been extended to December 1st.

Additionally, during “I Will Listen Wellness Week” 2025, SSWS- hosted a series of mental health awareness events reaching approximately 135 students. The week’s activities, including mindfulness sessions, peer discussions, educational trivia, and campus outreach, promoted inclusion, enhanced student engagement, and strengthened our partnership with NAMI Metro Baltimore.

STUDENT SUCCESS CENTER

Advising Sessions:

- Most visits were on Wednesdays and Thursdays.
- More students arrived between 10 am and noon.
- Most students presented with assistance for Academic Planning, Other, and Career Advising.

Advising Sessions Raw Data:

Month	September 2025	October 2025	November 2025	December 2025	Fall 2025 Total
Advising	858	725			1,583

October: Week Of	Count	Average Wait Times	Average Session Times
10/1/25 - 10/4/25	70	11	33
10/6/25 - 10/10/25	132	11	32
10/13/25 - 10/18/25*	231	22	28
10/20/25 - 10/25/25	178	25	24
10/27/25 - 10/31/25	114	11	27
Total/Average	725	16	28.8

**Winter registration began*

Service Type	Total Services October
Academic Planning	450
Academic Standing (Warning and Probation)	18

Career Advising	71
Completion/Graduation	17
Other	134
Panther Success	1
Satisfactory Academic Progress (SAP)/Financial Aid	15
Transfer Advising	27
Withdrawal/Drop Class	3
Group Advising	3
No Response	23
Total of Departmental Services	762

***Students can present for more than one service at a time, so this total is different from the total number of students served.*

Operational Highlights:

- **Transfer Fair:** The Student Success Center hosted a successful Transfer Fair on October 14, 2025. There were 28 colleges/universities represented. Four of the schools had more than one table to accommodate specific programs within their institutions (e.g. UMD School of Nursing, UMBC Diagnostic Medical Sonography Program, etc.). One hundred students attended the event, which is about 19% more than attended in the Spring.
- **Panther Success Recruitment:** The Student Success Center is in a recruitment campaign for Panther Success program participants. During the month of October, Advisors visited more than 10 classrooms to recruit students.
 - o In the month of October, 88 students were eligible and offered admission; 19 students completed the orientation and were admitted.

Operational Next Steps:

- **Group Advising Sessions:** SSC is scheduling group advising sessions for new and continuing students in preparation for Spring semester. These sessions will help students navigate the portal, understand BCCC terminology, and use self-service features.
- **Ready? Set. Graduate!** Starting on November 11th, SSC will host the *Ready? Set. Graduate!* Webinar Series. This virtual series will provide students who are getting close to graduating more information about degree/certificate requirements, planning for life after BCCC, and preparing for graduation and commencement. There are currently 34 registrants for one or more of the webinars.
- **Transfer Drop-Ins:** There are currently four colleges scheduled to table at BCCC before the end of Fall semester. This will allow current students to meet with representatives and discuss their options for continuing their education once they leave BCCC.

TESTING CENTER

The Testing Center administered 245 exams for BCCC students and community members. The data table below provides a breakdown of the testing appointments that occurred in October 2025.

Exam Name	Exams Administered	Revenue
Accuplacer	125	

Accuplacer ESL	1	
Accuplacer MSP	1	
Accuplacer MSP ESL	0	
Accuplacer ATB	0	
Accuplacer HS Testing	0	
Accuplacer Retest	2	
BCCC Course Exams	16	
Biology Exemption	4	
Biology Exemption Retest	1	
CLEP	1	\$101.85
Computer Literacy	2	
Computer Literacy Retest	4	
External Accuplacer	0	
External Course Exams	8	\$271.60
GED	26	\$290.00
PearsonVue IT Exams	8	\$37.50
Parapro	14	\$812.70
Placement Bonanza Event	0	
TEAS	32	\$1,052.45
Total Exams Given	245	
Total Number of Individuals Tested	204	
Total Revenue Generated	\$2,566.10	

Data Breakdown

- BCCC Testing Center administered 245 exams in-person to 204 individuals (unduplicated) in October.
- PearsonVue Revenue
 - August Revenue:
 - ♣ PearsonVue IT Exams: administered 18 exams and earned \$87.50 in revenue
 - ♣ GED: administered 50 exams and earned \$585 in revenue

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
48	60	64	33	25	15

TRIO STUDENT SUPPORT SERVICES

Program Overview

TRIO Student Support Services (SSS) Program at Baltimore City Community College continued advancing student success through holistic, high-impact engagement. Staff prioritized targeted outreach to

active participants, onboarded new students, and supported individualized academic, personal, and career development plans designed to foster persistence and achievement.

Advising And Student Support

Staff conducted 27 advising sessions with 24 participants, addressing key areas of support:

- **Academic Advising & Coaching** – Goal setting, course registration, and academic planning.
- **Financial Aid Support** – Guidance on federal, state, and private scholarship opportunities.
- **Financial Literacy** – Building foundational money management and budgeting skills.
- **Transfer Planning** – Assistance with research and applying to four-year institutions.
- **Career Exploration** – Assessing interests, identifying pathways, and preparing for internships and employment.
- **Monthly Check-Ins** – Reviewing degree audits, financial aid status, tutoring needs, and technology access while connecting students to campus and community resources.

Programming

October programming focused on reinforcing academic readiness, self-advocacy, and resource awareness. Student engagement across these initiatives reflected diverse interests in wellness, academic success, and professional development. The continued use of StudentLingo remains a valuable supplement to advising, reinforcing persistence, personal growth, and independent learning

- **Understanding StudentLingo (10/02/25)** – Introduced five participants to the online learning platform, emphasizing time management, motivation, and goal-setting modules.
- **Tutoring Workshop & Meet the Tutors (10/23/25)** – Five students participated in an interactive session designed to familiarize them with TRIO's tutoring process, expectations, and available academic support services.
- **TRIO SSS Open House & Meet and Greet (10/29/25)** – Twenty-one students connected with staff and peers while learning about TRIO services, student success strategies, and upcoming fall events.
- **Degree Works Overview** – Staff introduced participants to BCCC's Degree Works platform, providing a demonstration of degree audits and progress tracking to support informed academic planning.

Recruitment And Outreach

The program accepted seven new participants, with eleven additional applications under review. Recruitment strategies included consistent Canvas announcements, email campaigns, and faculty referrals. Staff also participated in tabling events during Fall Fest and the Transfer Fair to increase visibility and strengthen connections with prospective participants. Collaboration with Student Affairs continues to ensure early identification of eligible students and seamless onboarding.

TRIO UPWARD BOUND MATH & SCIENCES

Number Funded to Serve: Objective in Progress

- **Target Enrollment:** 62
- **Actual Enrollment:** 52 students (83.8% capacity)

Outreach and Recruitment

During October, UBMS focused on recruitment for the upcoming 2025–26 school year. Outreach efforts were conducted across all four target high schools with weekly follow-up calls:

Target School	Date	Student interest #	Student Recruits
Academy of College & Career Exploration (ACCE)	Oct 7, 2025	10	1
Digital Harbor High School	Oct 8, 2025	8	1
National Academy Foundation (NAF)	Oct 8, 2025	7	2
Edmondson-Westside High School	Oct 7, 2025	4	1

Recruitment activities emphasized UBMS program opportunities, college readiness resources, and STEM engagement initiatives. Select Juniors and Seniors attended the LLD Scholars College Fair on October 15th and some received on-the-spot admission to colleges with a scholarship.

Senior College Sessions

Service	Total # Seniors	# Seniors attended/reported	% Completion outcome from students who attended
Senior FAFSA assistance and completion	18	14	100%
Senior application assistance	18	18	100%
1-4 College acceptances w/free \$	18	18	100%
5-10 College acceptances w/free \$	18	14	77.7 %

Program Highlights

- In October, TRIO UBMS was selected to participate in the 2025 Xfinity STEAM Symposium, held November 6–9 in Orlando, Florida. Sponsored by Xfinity and the Council for Opportunity in Education (COE), this opportunity allowed our program to bring 10 students and 2 chaperones. The symposium directly supports the mission and goals of UBMS by providing students with meaningful, real-world experiences alongside STEAM professionals and COE advocates at Universal Orlando, while connecting with fellow TRIO students from across the country.
- UBMS participated in a Keystone Meeting with our STEM community partner, Temple X, to discuss how a variety of Baltimore partners support the education, health, and wellness of Baltimore City Public School students. UBMS administrative staff represented BCCC in this collaborative conversation alongside leaders from local churches, the school board, ecological centers, Johns Hopkins Hospital, the University of Maryland Hospital, Tuskegee University, and local nonprofit organizations.

Professional Development

- **BCCC Telecommunications Session, October 9, 2025-** This session was designed to inform staff of the roll-out of the new phone system
- **Division PD- Joint Presenter, Data- Informed Student Affairs practices-** Cross departmental data sharing to support holistic student success, Oct. 28, 2028
Staff participated in division training focused on best practices in compiling and using data to support students.

- **Division PD, Flexible Engagement Models- Reimagining campus life for Adult learners on Evaluations, October 30, 2025-** Staff attended a session hosted by SALT leaders to discuss innovative ways to engage a diverse BCCC student body to improve retention and student success.

Administrative Updates

- Review of Annual Performance Report (APR) data in preparation for submission in late January.
- Continued coordination with institutional partners to align academic and administrative support for the 2025-26 grant year.

JUDICIAL AFFAIRS

The Office of Judicial Affairs received five (5) reports during the month of October. The charges/allegations reported included academic integrity, classroom disruption, verbal harassment, intimidation, theft, physical assault and stalking. Most cases were reported from the Liberty Campus (3) followed by Harbor Campus (2). In addition, advisement was given to two faculty members in addressing matters related to classroom conduct to try to resolve matters.

Professional Development

The Assistant Vice President, Student Affairs (AVPSA) attended the joint ATIXA and NABITA National Conference held in Baltimore.

Snapshot of Cases (October 2025)

Case Type	October 2025
Academic Integrity	1
Conduct	4
Total	5

Snapshot of Cases (2025-2026 Academic Year: 8/15/2025-8/15/2026) *

Case Type	Case Numbers
Academic Integrity	1
Conduct	8
Sexual Misconduct Transferred from Title IX Coordinator)	1
Total	10

**Does not include any carryover cases from the previous academic year.*

INFORMATION TECHNOLOGY + REALIGNMENT TASK #9**Office of the Chief Information Officer****Area Highlights**

Significant improvements have been made in updating the BCCC technology infrastructure. communication systems. All workstation operating systems are now the same (Windows 11), and they will be automatically updated to the latest operating system version. We have also better secured the communications environment by addressing vulnerabilities between the iPhone and our Microsoft email application. To ensure communications efficiency and effectiveness, we have conducted several telecommunications training sessions and continue to assist employees with using appropriate features to increase productivity. The last phase of the Wi-Fi assessment has been completed, and the results are being analyzed to better understand alternative configuration options towards greater systems and data communication.

Realignment Task #9

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

Enterprise Applications

The Ellucian Banner Advisory Services project continues to make progress. A cadence has been established to review current work and adjust tasks accordingly to ensure the greatest applicability of time, effort, and results. Additional implementation progress includes the assessment of Banner Campus Directory real-time employee directory integration with HR data from Banner ERP to enhance accuracy and accessibility ready for implementation. Other areas of progress also include advancement in Banner Finance Advisory Services. The Finance module configuration and migration have advanced from the test environment and moved into production. Therefore, the following enhancement will improve and increase operational efficiency in the finance, procurement, and budget operating environment. Additional improvements include the following:

- Procurement Life Cycle Improvement
- Budget Management Improvements
- Data Cleanup
- Integration from FMIS (State System to BCCC ERP)

Disaster Recovery (DR) Update

Due to the complexity of Disaster Recovery (DR) technology and systems, the final aspects of the plan have been much slower than anticipated. However, we are still on track towards implementing a solution. To ensure the best outcome for BCCC, a meeting with additional external experts was held, and the implementation as well as the efficacy of how the solution was architected, reviewed. Beyond the coming year, however, we will investigate additional opportunities, measures and systems to ensure the quality of data recovery in alignment with overall costs and return on investment are in the institutions' best interest. As such, we are continuing as follows:

- Continuing DR build out and testing
- Reviewed DR configuration and progress with external experts
- Research operational cost savings
- Identified data congestion via DoIT connectivity circuits
- Continuing bandwidth configuration and connectivity discussions

FINANCE & ADMINISTRATION + REALIGNMENT TASKS #5, #6, #10**Controller's Office**BCCC Audit FY2025.

The College is working with SB & Company to College Audit (the new auditors for the State of Maryland)

- o Information requests are being provided.
- o With any first-year audit, communications are continual to make sure we provide SB with what is needed.
- o College audit, WBJC-FM, and CC4 are the priority
- o Single Audit and Enrollment audit are other audits that SB will perform

The College Foundation audit is with CLA.

- o Information is being requested and provided back to CLA
- o Foundation Tax Return 990 will also be completed by CLA

Grants

SSS TRIO drawdowns funds were received, and updated reconciliations were sent out. Drawdown requests are in the process of being sent out for signatures for the new award year.

Upward Bound drawdown requests are in the process of being requested through the USDOE.

Reconciliations for other grants, such as DLLR and Perkins, are prepared. Other grants reconciliations are being provided for review and invoicing

Office of Legislative Audit

Requests are ongoing with the OLA auditors.

Rents**BCCC Rents Paid FY2026 to date**

Location	Vendor Name	Amount Paid		Monthly Base Amount	Monthly CAM Charges
		FY2026			
BioPark	Wexford (Ventas, Inc)	\$ 811,394.52	\$ 115,209.49		87,639.14
Workforce (Downtown)	MarketPlace	217,823.60	42,000.00		
Student Parking Lot	Back to the Bible	27,412.00	6,853.00		
Reisterstown Plaza (College)	TRC RRP IV	73,576.17	24,525.39		
Reisterstown Plaza (WBJC)	TRC RRP I	33,436.76	8,091.15		
Totals		\$ 1,163,643.05	\$ 196,679.03		\$ 87,639.14
Workforce, Reisterstown Plaza for College and WBJC have periodic CAM charges billed separate from the monthly rent.					
BioPark Base rent changes each February 1 and CAM (real estate taxes, operating costs, electric and gas) and other estimates change each January 1.					

Office of Budgets

The Budget Office is continuously collaborating with various departments to prepare reports required by the Maryland Department of Budget and Management (DBM) on behalf of the Governor. The preliminary FY2027 budget request was submitted to DBM in mid-September. In support of this submission, the Budget Office worked closely with the Controller's Office to verify fiscal data in Banner against the State's FMIS system. The financial figures have been reconciled and submitted as part of the FY2027 preliminary budget package. Additionally, the Budget Office is working with other College stakeholders, inclusive of but not limited to the following divisions: Finance, Human Resources, Information Technology, Student Affairs and Student Accounts, Institutional Research, Financial Aid, and Ellucian to address ongoing Banner conversion issues, with the goal of streamlining operations and optimizing system functionality.

In development, there is a strategic budget model for the College to ensure current and future resources are strategically aligned with the College's mission, vision, and core values. Strategic budgeting involves forecasting future financial requirements and allocating resources to match. The main goal is to make sure financial decisions support the College's overarching objectives to meet the needs of the professional and personal goals of a diverse population, changing lives, and building communities. By aligning budgetary allocations with long-term strategic initiatives, finance can prioritize investments and optimize cashflow for sustained competitiveness and agility.

Appropriation/Fiscal Year (AY 2026) Revenue Summary as of 10/31/2025

Revenue Fund	Revenue Amount
General (Unrestricted)	\$32,514,323
Restricted	\$ 15,766,630
Total Revenue	\$48,280,953

- Unrestricted Revenue: Total unrestricted revenue through October of Appropriation Year (AY) 2026 is (\$528,704) lower than the revenue earnings through the same period in AY 2025. The primary driver is sourced from a decrease in Non-Credit tuition and fees, namely in tuition associated with Allied Health and Construction/Transportation programs.
- Tuition & Fees: Overall decrease. The overall decrease over FY2025 of (\$483,385) in tuition and fee revenue. On the credit side there has been an increase; however, the increased revenues are being offset by Non-Credit Tuition and Fees over the same time in FY2025.
- Sales, Service, Auxiliary & Leasing: decreased. - Sales, Service, Auxiliary & Leasing revenue earnings are comparable in AY2026 than at this same time in FY2025.
- Bookstore Revenues: Increased. - There is an overall increase in the bookstore revenue categories compared to the same period in FY2025 of \$170,212.
- Restricted Revenue: Total restricted revenue through September 2025 (AY2026) is \$8.0 million higher than in the same period in FY2025. This is primarily due to deferred maintenance and Federal revenues.

Appropriation/Fiscal Year (AY 2026) Expense Summary as of 10/31/2025

Expense Fund	Expense Amount
General (Unrestricted)	\$14,811,833
Restricted	\$ 6,381,480
Total Revenue	\$21,193,313

- Unrestricted Expenditures: Total unrestricted expenses decreased by (\$1.4) million when compared to this same period in FY2025, primarily due to a significant decrease in supplies, which is offset by increased expenses in fixed expenses.
- Restricted Expenditures: Total restricted expenses decreased by (\$823K) when compared to this same period in FY2025, primarily due to a decrease in educational grants.

Office of Human ResourcesGross Pay

The Office of Human Resources has fully transitioned into gross pay and has now begun the second phase of the project by preparing and testing the personnel and address file with Central Payroll Bureau (CPB). The personnel and address file generated from Banner, BCCC's ERP System will replace the personnel information that is currently found in Workday. As BCCC is a non-SPMS quasi-state agency, we are now required to transmit our personnel data to state in addition to the gross pay file for compensation. Beginning in January 2026, BCCC will only utilize Workday for Benefits Open Enrollment.

Human Resources is collaborating with our internal IT Department, Central Payroll Bureau (CPB) and the Department of Budget & Management (DBM) to ensure that all BCCC employee information/date is accurate and updated. The testing of the file has identified missing information and formatting issues, all of which have been corrected, and the file resubmitted for testing. This process will continue through November as we will begin the transmittal of the official BCCC Personnel and Address File tentatively on November 21, 2026. Additional updates will be provided as we complete the second phase of the project.

Open Enrollment

Open Enrollment ended on Friday, November 7th, and HR provided continuous alerts to the BCCC Community to remind them to make the necessary updates to their benefit elections. Additionally, the community received information on renewing their leave of bank membership if applicable. HR deployed an Employee Personnel Survey for employees to update their personal information, emergency contacts, etc. to support Open Enrollment and the Personnel and Address file.

2026 Excellence Awards

On Monday, November 10, 2025, HR sent the official announcement via email to the BCCC Community with regards to the 2026 Excellence Awards. This year's theme is "Excellence In Action." The webpage for nomination will open Monday, November 17, 2025, and will run through the beginning of February. We are also finalizing the Excellence Awards Committee this month with the first committee meeting being held at the beginning of December. The awards banquet will be held in the spring of 2026 and will consist of the Excellence Awards, Service, and Presidential Awards. More information will be provided as we move through the nomination and selection process.

Office of Procurement

Procurement Awards

For the month of October, 28 procurements were awarded, amounting to \$363,757.84. These procurements were awarded in the following categories:

Work Category	Amount
Commodities	\$ 32,720.24
Information Technology Equipment	\$ 66,971.42
Information Technology Software	\$138,603.31
Construction	\$ 15,027.00
Maintenance	\$ 95,843.55
Services	\$ 14,592.32
Total	\$363,757.84

For the month of October, 490 credit card transactions were processed, amounting to \$136,042.51.

Minority Business Enterprise (MBE) Compliance Report

In alignment with the State of Maryland's Minority Business Enterprise (MBE) participation goals, the College achieved an MBE participation rate of **21.73%** for Fiscal Year 2025. This reflects an improvement from last year's rate of **20.56%**, demonstrating continued progress toward supporting minority-owned businesses.

It is important to note that certain procurements are excluded from MBE reporting requirements. These include:

- **Grant-funded purchases:** The College receives significant funding from various grants, and expenditure made with these funds is not subject to MBE reporting.
- **General Accounting Division (GAD) exemptions:** Categories such as items for resale (e.g., textbooks and sundries sold through the campus bookstore) are excluded from reportable spending.

Despite these exclusions, the College remains committed to advancing supplier diversity and meeting the State's regulatory requirements for MBE participation.

Bookstore

The College has successfully completed the integration of Trimdata, enabling live transmission of financial aid information for students to utilize their available funds in the bookstore. This enhancement is expected to streamline processes and improve accuracy for students receiving aid for the upcoming Spring semester.

Student communication efforts will expand through multiple information sessions jointly hosted by Barnes & Noble College (BNC) and the College. These sessions will cover key topics including the First Day Complete program, opt-out dates, and book return procedures, ensuring students have clear guidance and support. This communication will also expand to Faculty to ensure complete understanding of these programs and processes.

Looking ahead, both BNC and the College anticipate a smoother transition for the upcoming Winter and Spring semesters, building lessons learned from challenges encountered during the Fall term.

ADVANCEMENT + REALIGNMENT TASKS #7, #82025-2026 Priorities

Priority One: Expand Institutional Access & Community Partnerships by developing a strategic, fiscally viable and sustainable industry and community partnerships plan to foster programmatic innovation and long-term collaboration igniting strong public/private funding sources. This includes promoting our brand and spreading our message as we develop a marketing strategy for seamless credit and non-Credit program pathways to promote upskilling opportunities.

- This report demonstrates an increase in brand expansion and marketing.

Priority Two: Promote BCCC students and their stories in spaces that raise visibility and institutional impact by creating 3 premier partnerships with Baltimore City institutions that result in increased traffic to our website, increased interest in our academic and workforce programs, and increased enrollment. These partners will help establish a community outreach committee comprised of internal and external stakeholders who address academic, workforce and training needs of students seeking pathways to success.

- External community stakeholders include several neighborhood association alliances in Baltimore City and the faith community.

Priority Three: Foster an internal culture of community engagement between faculty, staff and students centered on the College's core values. Host public and private community events and house community services on campus to increase the College's geographic footprint, awareness and service. This includes highlighting WBJC and its function in elevating student experience and enhancing community collaboration.

Priority Four: Expand and reimagine the Alumni experience at BCCC by accessing current alumni databases, create an Alumni Alliance and host alumni events. Develop a culture of lifelong engagement between students and alumni from enrollment to graduation.

Priority Five: Refine Development and giving that focuses on donor stewardship and engagement. Onboarding a development team to enhance donor relations, retention and secure future gifts. Complete donor database audit and segmentation and implement a strong stewardship and recognition strategy.

Area Highlights**Realignment Task #7**

“Establish Strong Relationships with Key Stakeholders.”

Federal, State, Local Outreach

The division continues its outreach efforts working with Senator Alsobrooks & Congressman Mfume's office, state representatives and the mayor's office. Two proposed Community Meetings hosted by Maryland's federal delegation were postponed due to the federal government shutdown. The College looks for ways to host public events and promote legislative updates to students, faculty and staff.

Ashburton Community Association

BCCC hosted ACA's Fall community meeting. Residents discussed updates to the Ashburton Reservoir and their interest in promoting BCCC programs.

WBJC Radio Station

WBJC continues to promote BCCC and its various events, as well, as expand opportunities for additional membership. The Annual Fall fundraiser is scheduled for October. The radio station anticipates meeting its goals.

Community Engagement and Partnerships

The station actively extended the **BCCC brand** into the community by establishing valuable partnerships and engagement opportunities.

Community Partners

- Annapolis Symphony
- Baltimore Classical Guitar Society
- Edenwald Senior Living
- JCC of Greater Baltimore
- Chamber Music Maryland
- Walters Art Museum
- Columbia Orchestra
- Music at Evergreen
- Baltimore Choral Arts
- Johns Hopkins University
- Towson University
- Shriver Hall Concert Series
- Shakespeare Theatre Company
- VoyageBaltimore
- Spooky Action Theatre DC
- The Voxel Theater
- The Baltimore Theater Project

Corporate Support and Underwriting

The station successfully developed robust underwriting partnerships and produced sponsored content on WBJC.

Returning Underwriters

- CFG Bank
- Manor Mill
- Shriver Hall Concert Series
- Columbia Orchestra
- University of Maryland – Baltimore City
- Kennedy Center
- Baltimore Symphony Orchestra
- Roland Park
- Opera Baltimore
- Cynipid Fund
- Culligan Water
- Elville and Associates
- University of Maryland Medical System
- Ballet Theatre of Maryland
- In Series Concerts
- Everyman Theatre
- Chamber Music Maryland
- Peabody Institute
- B'More Pies
- Roggenart
- Vocal Arts DC
- JCC of Greater Baltimore
- Zeke's Coffee
- Gertrude's

New Underwriters

- St. Louis Choir
- Baltimore Basilica
- Walters Art Museum

Program Highlights

Notable WBJC programs and content for the month featured live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the **Maryland State Arts Council**.

Featured Artists and Ensembles

- Baltimore Symphony Orchestra
- Pianist Brian Ganz
- Guitarist Manuel Barrueco
- Conductor Marin Alsop
- Conductor David Zinman
- Violinist Gil Shaham

Realignment Task #8

“Develop and Market A Brand For BCCC.”

Marketing

Marketing efforts continue to **expand the BCCC brand reach** to promote student enrollment and engagement across all departments.

Key Projects and Campaigns

- Winter 2026 Digital Campaign: Launched a new digital advertising campaign for Apply & Register for Winter 2026 enrollment, including the production of several supporting promotional videos.
- Ready? Set. Graduate!: Created a promotional campaign for this virtual series designed to support students nearing graduation.
- 2025 STEM Symposium: Developed promotional materials and built registration forms to encourage participation from high school and BCCC students. *This project is pending approval to proceed with additional components.*
- Holiday Content: Began production of materials for the College's November and December needs, including holiday videos, a Thanksgiving eCard, and a Holiday Appreciation Invitation.
- Breast Cancer Awareness Month: Attended the event to capture photography and video for social media promotion.
- Student Engagement: Reviewed the flyer for the Plant-Based Living Club to support student involvement.

Website Development and IT Updates

The department is focusing heavily on website stabilization and new development.

Website Development (Finalsite)

- **Content Conversion:** Identified numerous navigation and content issues on the new BCCC website that require correction. Once complete, Finalsite will conduct a phase 2 content conversion to ensure all website pages have the most current information.
- **IT Web Pages:** Received a request and scheduled a meeting to begin the build-out of new web pages for the IT department.

Pending Projects and Future Planning

Several strategic, high-level branding and advertising projects are in the planning and procurement phases.

- **Brand/Logo Development (ID5 & MGH Advertising):** Engaged a second agency (ID5) to assist with brand/brandmark work for new and current logos. Separately, began discussions with MGH Advertising to expand the BCCC logo, develop an athletic logo and Panther designs, and conduct a full investigation to prepare all final logos for trademarking.
- **Digital Board Media:** Received pricing for Orange Barrel Media (Baltimore City digital board rental). The project is pending further discussion.
- **Fall 2025 Promotion:** Submitted a draft of the Fall 2025 brand and enrollment promotion, which has been reviewed by several cabinet members. Initial creative files are pending further discussion.

Digital Advertising and Web Analytics

Final Fall 2025 Digital Advertising Summary

The Fall 2025 digital advertising campaign, running from July 14 – October 20, 2025, was successful, demonstrating high engagement and a low cost per click. The Winter 2026 Session promotion began on October 24, 2025.

Promotion	Link Clicks	Reach	Impressions
Apply	45,806	977,460	2,393,345
Register	39,343	958,942	3,042,244

Website Homepage Overview (Oct. 19 – Oct. 25, 2025 vs. 2024)

Overall website performance shows increased visits and engagement time, despite a drop in user activity metrics.

Metric	Value (vs. 2024)
Pageviews	139,000 (Up 3.6%)
Clicks	41,000 (Up 18.1%)
First Visit	13,000 (Up 6.8%)
Avg. Engagement Time	2m 3s (Up 8.4%)
User Engagement	51,000 (Down 4.1%)
Scroll Engagement	18,000 (Down 21.7%)
Session Start	81,000 (Down 0.01%)

INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING + REALIGNMENT TASKS #5, #12**Office of Assessment**

Baltimore City Community College (BCCC) continues to strengthen its culture of assessment through institution-wide efforts to align Student Learning Outcomes (SLOs) with measurable course assignments in Canvas, the College's Learning Management System. This work ensures that student achievement data are systematically collected and used to improve teaching and learning.

The ongoing SLO initiative reflects BCCC's commitment to continuous improvement, data-informed decision-making, and institutional accountability—principles central to both Middle States Commission on Higher Education (MSCHE) standards and the State of Maryland Realignment Tasks.

Collaborative Leadership and Organization

The current phase of SLO alignment and assessment has been a collaborative effort involving:

- The Faculty Senate
- The Curriculum and Assessment Committee
- The Student Learning Outcome Assessment Committee
- The Office of E-Learning
- The Office of Assessment

This cross-functional partnership has unified the College's approach to assessment, creating a structure that supports consistency, transparency, and engagement across academic programs.

Faculty and Coordinator Engagement

Program Coordinators were invited to participate in a series of hands-on working sessions designed to strengthen the alignment between course assignments and student learning outcomes in Canvas. The sessions were structured around the coordinators' current level of progress and experience with SLO setup and data collection.

Each room represented a stage in the SLO development process, allowing coordinators to collaborate with peers facing similar challenges and share practical solutions.

Office of Grants Development

The Office of Grants Development at Baltimore City Community College continues to secure and manage essential external funding in support of the College's mission and strategic priorities. Through robust proposal development, effective grant administration, and cross-departmental collaboration, the Office remains a key driver of institutional success and student support.

Proposal Development and Submission

Collaborated with the Office of Student Life & Engagement to submit a Hunger-Free Campus grant application to the Maryland Higher Education Commission (MHEC). The initial request was \$18,360 (submitted October 6, 2025). BCCC was awarded \$11,000 on October 29, 2025. MHEC noted a competitive cycle with 13 applications totaling \$289,012 and limited appropriations of \$150,000. BCCC's proposal was commended for strong alignment with program goals and a demonstrated commitment to addressing student food insecurity.

Grant Impact: Funding will establish a campus food pantry offering nutritious items (canned goods, breads, meats, snacks, cold foods) and provide education and resource connections for students in need.

Coordinated with the Office of Student Affairs to apply for a joint grant from the Foundation for the Maryland Commission on Women (FMCW) and the American Society for Emergency Contraception (ASEC). This initiative supports compliance with Education Article Section 16-111 (2024), enabling community colleges to purchase and install campus vending machines for over-the-counter contraception, including emergency contraception (levonorgestrel, Opil) and condoms.

Award Amount: \$10,000 to implement vending solutions supporting student health and wellness. The College is awaiting the award announcement.

Grant Administration and Management

The Office conducts monthly meetings with Principal Investigators to review grant goals, objectives, outcomes, and develop actionable plans.

Provides comprehensive oversight on project implementation, fiscal management, and compliance monitoring to ensure strong grant performance and adherence to all requirements.

Regulatory Compliance and Performance Tracking

Collaboration with the Office of Workforce Development and Continuing Education remains ongoing to ensure timely submission of required documentation for multiple grant-funded programs. The Office of Grants Development continues to provide monitoring, guidance, and support to ensure that all funded activities adhere to state, federal, and institutional requirements.

The Office provides comprehensive management, tracking, and reporting oversight for grants awarded by the Maryland Office of Refugees and Asylees (MORA), including:

- Afghan Refugee Support Services (ARSS)
- MORA English Speakers of Other Languages (ESOL) Grant
- MORA Refugee School Impact Grant (RSIG)
- Services to Older Refugees (SOR) Grant

Monitoring the MORA-funded grants provided insights that inform both program effectiveness and institutional improvement. Through oversight, the Office confirms whether funded programs are advancing workforce readiness, language proficiency, and social integration among refugee and immigrant participants, while also ensuring compliance with fiscal and programmatic standards. This ongoing collaboration involves assisting program teams with performance reporting, maintaining fiscal documentation, and preparing required submissions to MORA, enabling prompt identification and resolution of challenges and supporting the College's commitment to responsible stewardship and continuous improvement.

Through rigorous monitoring and ongoing collaboration, the Office identifies areas where grant outcomes fall short of established objectives and takes decisive action to address these gaps. By analyzing performance data and soliciting feedback from program teams, the Office implements targeted improvement strategies such as refining outreach efforts, enhancing participant support, and adjusting program activities to promote measurable progress in enrollment, retention, and participant success. This commitment to data-driven decision-making and transparent reporting underscores the Office's dedication to advancing institutional goals and maximizing the impact of external funding, even in the face of challenges. Additionally, the Office provides technical support to project staff on allowable costs, reporting deadlines, and documentation standards.

The efforts of the Office of Grants Development continue to strengthen BCCC's institutional capacity to address student, and community needs while advancing the mission of access, equity, and opportunity.



HR Active Search List as of November 10, 2025

	Div	Position	Hiring Manager
1	AA	Director of Academic Achievement Center	Vice President for Academic Affairs
2	AA	Dean Natural and Physical Sciences, Business, Technology, Engineering and Math	Vice President for Academic Affairs
3	AA	Assistant Professor/Clinical Coordinator, Health Information Technology	Dr. Ghazanfar Mahmood/ Dorothy Holley
4	AA	Assistant Professor & Program Coordinator of Computer Information Systems	Dr. Enyinnaya Iweha/ Dr. Ghazanfar Mahmood
5	AA	Administrative Assistant	Aundrea Wheeler
6	AA	Assistant Professor & Program Coordinator for Business Management	Dr. Enyinnaya Iweha/ Dr. Ghazanfar Mahmood
7	AA	Assistant Professor of Mathematics	Dr. Enyinnaya Iweha/ Dr. Ghazanfar Mahmood
8	AA	Assistant Professor & Coordinator for Psychology	Aundrea Wheeler/ Dr. Rodney Redmond
9	AA	Administrative Assistant to the VP of Academic Affairs	Vice President for Academic Affairs
10	AA	Associate Dean of School of Arts & Social Sciences	Dr. Rodney Redmond
11	AA	Assistant Vice President, Academic Engagement & Partnerships	Vice President for Academic Affairs
12	AA	Assistant Professor & Program Coordinator of American Sign Language/ Deaf Studies	Dr. Rodney Redmond
13	AA	Associate Dean of School of Nursing & Health Professions	Dr. Ghazanfar Mahmood/ Dorothy Holley
14	AA	Vice President of Academic Affairs/CAO	Dr. Debra McCurdy
15	AA	Transfer & Articulation Services Coordinator	Vice President for Academic Affairs
16	SA	Federal Work Study Coordinator	Donna Thomas/ Saleem Chaudhry
17	SA	Student Accounts Coordinator	Donna Thomas
18	SA	Assistant Dean of Recruitment & Admissions	Donna Thomas
19	SA	Admissions & Recruiter/Advisor	Donna Thomas
20	SA	Office Specialist (Records & Registration)	Donna Thomas
21	SA	Retention Counselor, TRIO Student Support Services	Donna Thomas



HR Active Search List as of November 10, 2025

	Div	Position	Hiring Manager
22	SA	Mayor's Scholars Program Special Programs Advisor	Donna Thomas
23	ASP	Administrative Assistant for the Vice President for Advancement	Gussener Augustus
24	ASP	Director of Development	Gussener Augustus
25	ASP	Associate Director for Scholarships	Gussener Augustus
26	ASP	Associate Director for Alumni Relations	Gussener Augustus
27	ASP	Director of Public Relations - Community Outreach	Gussener Augustus
28	WDCE	Maintenance Supervisor	Michael Thomas
29	WDCE	Assistant Director of Capital Projects	Michael Thomas
30	WDCE	Assistant Vice President for Facilities	Michael Thomas
31	WDCE	Director of Public Safety	Michael Thomas
32	WDCE	Adult Basic Education Program Coordinator	Michael Thomas
33	F&A	Vice President of Finance & Administration	Dr. Debra McCurdy
34	F&A	Associate Director/Associate Bursar for Student Accounts	Donna Thomas
35	F&A	Senior Budget Analyst	Brandon Cohen
36	OP	Director of Government Relations/Special Assistant to the President	Dr. Debra McCurdy
37	OP	Executive Administrative Assistant to the President	Dr. Debra McCurdy