



Baltimore City Community College

Board of Trustees ~ Open Session
4:00 PM March 18, 2026

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

BALTIMORE CITY COMMUNITY COLLEGE | BOARD OF TRUSTEES MEETING

OPEN SESSION AGENDA | 4:00 PM March 18, 2026

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

I. **Call to Order**

Dr. Roger Ward, Vice Chair

- a. Adoption of the March 18, 2026, Agenda

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

Dr. Roger Ward, Vice Chair

- a. February 18, 2026, Open Session Meeting Minutes
- b. February 18, 2026, Closed Session Meeting Minutes
- c. March 12, 2026, Finance/Audit Committee Meeting Minutes
- d. Student Government Association Report
- e. American Federation of Teachers/UAMD-BCCC Report
- f. Faculty Senate Report

III. **Items Removed from the Agenda**

Dr. Roger Ward, Vice Chair

- a. AFSCME Local #1870 at BCCC Report

IV. **New Business**

Dr. Roger Ward, Vice Chair

- a. Finance/Audit Committee

Dr. Debra McCurdy, President

Dr. Ty Stone, Vice President Finance & Administration/CFO

Mr. Michael Thomas, Vice President WDCE

Ms. Anna Lansaw, Executive Director Procurement

- i. Procurements \$25,000 to \$99,999 – (Information)
 1. Design Services: Roof Replacement (Change Order)
(Noelker and Hull Associates)
Original Amount: \$44,957.00
Change Order Amount: \$8,965.00
New Total Amount: \$53,542.77
- ii. Procurements Exceeding \$100,000 – (Vote)
 1. Behavioral Health Services
(Associated Catholic Charities)-\$125,000.00
- iii. Emergency Procurements - (Information)
 1. West Pavilion Evaporator and Condenser Unit Replacement
(MECCO, LLC) - \$100,000.00

- iv. Financial Update
Dr. Debra McCurdy, President
Dr. Ty Stone, Vice President Finance & Administration/CFO
Mr. Brandon Cohen, Director of Budgets
- v. Operating & Capital Budget Hearings - (Information)
Dr. Debra McCurdy, President

V. College Policies

- Dr. Roger Ward, Vice Chair*
- a. None

VI. Presentations

- Dr. Roger Ward, Vice Chair*
Dr. Debra McCurdy, President
- a. Enrollment Report
Ms. Donna Thomas, Interim Vice President Student Affairs
Ms. Eileen Hawkins, Director of Institutional Research
 - b. Information Technology Report
Dr. Wayne Rose, CIO

VII. President's Report

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

VIII. Active Search Listing

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

IX. Motion for Adjournment

- Dr. Roger Ward, Vice Chair*



Board Actions/ Consent Agenda

BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Open Session Minutes | 4:00pm February 18, 2026 (Virtual Zoom Meeting)

Board Members Present: Vice Chairman Roger Ward; Ms. MacKenzie Garvin; Ms. Billie Malcolm; Ms. Onahlea Shimunek; Ms. Tanya Terrell; Mr. John C. Weiss; and Mr. Tyrese McBain.

Also Present: President Debra L. McCurdy, PhD

- I. Vice Chair Ward called the meeting to order at 4:05. The consent agenda (items a-e below) was unanimously approved upon a motion by Trustee Shimunek, seconded by Trustee Weiss.
 - a. December 17, 2025, Open Session Meeting Minutes
 - b. December 17, 2025, Closed Session Meeting Minutes
 - c. February 12, 2026, Finance/Audit Committee Meeting Minutes
 - d. Student Government Association Report
 - e. Faculty Senate Report
- II. The BOT received no requests to speak at the meeting.
- III. **Procurements.** Purchases that were outside the Board's approval requirements (i.e., those under \$100,000) were presented to the BOT for informational purposes; computer monitors (Dell Technologies) - \$25,250.00 and Hospitality training (Maryland Center for Hospitality Training - \$74,875.00). There were no questions.

The Board was asked to approve the following procurement:

West/South Pavilion Restroom Renovations (The Mathews Group) - \$1,401,716.92

- a. \$751,390.21 - South Pavilion
- b. \$650,326.71 - West Pavilion

Following a motion by Trustee Weiss, seconded by Trustee Garvin, the procurement was unanimously approved.

The Board was also asked to approve an emergency procurement of fire and sprinkler system repairs to the Life Science Building & Physical Education Center totaling \$270,519.16. It was explained that the systems would fail without the needed repairs. In response to a question from Trustee Ward regarding the funding source, the Trustees learned that the College would request maintenance funds from the state.

Following a motion from Trustee Shimunek, seconded by Trustee Weiss, the procurement was unanimously approved.

- IV. **Financial Report.** Brandon Cohen, Director of Budgets, presented a financial performance report showing that as of January 31, 2026, total revenues for Appropriation Year (AY) 2026 total \$70.8 million, comprised of \$52.1 million in unrestricted funds and \$18.7 million in restricted funds. Unrestricted revenues are \$491,000 below the prior year, primarily reflecting an \$822,000 reduction in tuition and fee revenue attributable to lower spring enrollment and changes in non-credit activity. These differences were partially offset by increases in state appropriations, other institutional revenues, and notable gains in bookstore operations. Sales, service, auxiliary, and leasing revenues remain largely consistent with the prior year, with textbook sales increasing by \$365,000 and total bookstore revenue

increasing compared to AY2025. Restricted revenues increased by \$4.1 million, driven largely by deferred maintenance funding and federal revenue enhancements.

On the expenditure side, total spending through January is \$39.2 million. Unrestricted expenditures have decreased by \$1.8 million due to reduced spending on supplies and deferred maintenance, while restricted expenditures have decreased by \$271,000, largely because of reduced activity in educational grant programs.

- V. **Enrollment Report.** Ms. Eileen Hawkins, Director of Institutional Research, provided an update on credit enrollment for the Winter 2026 and Spring 2026 terms noting the continued increase in Winter enrollment, which she attributed to expanded offerings. Registration remains underway through March 10 for Spring 2026.

In response to the Trustees' request from a previous meeting, she provided five years of trend data for fall-to-spring retention rates. Trustees Terrell and Ward asked about initiatives to increase student retention and Ms. Hawkins noted such initiatives as the federally funded TRIO Student Support Services program, as well as the Panther Success advising initiative, both of which are designed to meet the demographic and socio-economic characteristics of the population BCCC serves.

Dr. McCurdy asked for a comparative chart to be shared with the Trustees from the American Association of Community Colleges regarding retention data. Trustee Terrell asked for specific data comparisons to be made for institutions with similar student demographics to BCCC. VP Burrell will contact peer institutions and seek disaggregated data to utilize for comparisons.

Vice Chair Ward expressed interest in looking at the data but also acknowledged how different the reasons for attendance are for community colleges. He commented that retention rates are not a particularly useful measure for community colleges, especially when comparisons are made to 4-year institutions which have a purpose fundamentally different from that of community colleges. He noted that retention rates do not tell the full story, especially at community colleges.

Ms. Donna Thomas, Interim Vice President for Student Affairs, provided additional details on the College's retention initiatives, highlighting the current efforts within the Office of Student Success Center to strengthen academic preparation across fields so that students can make more informed program decisions. She also presented enrollment outcomes for the Spring 2026 dual enrollment program, noting the addition of three new high school partners: Carver High School, Western High School, and Mergenthaler Vocational Technical High School, which previously participated in Spring 2025. Recruitment and enrollment updates for the MSP Summer Bridge Program were shared, with 20 students confirmed for participation as of February 13. The College plans a series of outreach and engagement activities, including visits to all 34 Baltimore City high schools and collaborations with external organizations such as the CollegeBound Foundation and CASA. IVP Thomas also informed the Board about the upcoming Open House in April 2026, and the MSP One Stop Enrollment event scheduled for March 2026.

The Trustees posed questions related to benchmarking and comparison data. Ms. Hawkins responded that the Maryland Higher Education Commission (MHEC) is preparing to launch the next five-year cycle of the Performance Accountability Report (PAR) process. Institutionally, that process entails BCCC developing five-year targets/benchmarks for a series of State-mandated performance indicators based on trend data, supplemental information, and comparisons to other community colleges. The most recent five-year cycle concluded in 2025 with the PAR that was presented to the Board of Trustees at its meeting in September 2025. Ms. Hawkins further explained that the Managing for Results (MFR) process for the Department of Budget and Management (DBM) calls for one- and two-year targets for additional performance indicators. These mandated key performance indicators (KPIs) become the core of a "scorecard" for the College. Both MHEC and DBM publish the performance indicators for all Maryland institutions of higher education and State agencies on their respective

websites. Ms. Hawkins noted that this information will feed into the College's strategic planning process which Ms. Becky Burrell, Vice President for Institutional Effectiveness, Research & Planning, further detailed. The Trustees asked for additional information on retention and completion for BCCC as well as similar institutions to be provided at future meetings.

The Trustees requested enrollment outcomes by high school for the dual enrollment program. IVP Thomas informed them that data will be provided at the next meeting.

- VI. **Information Technology Report.** Wayne Rose, the College's CIO, discussed security improvements and corrective measures to address the College's connectivity issues. He noted that in the last few days there had been a focus on information security, and BCCC has tightened security measures to ensure student data safety.

IT service and responsiveness have been drastically improved. As a result, the total service request volume has decreased, which is attributed to fewer recurrent issues. The time to resolve issues has also dropped from 6 hours in 2025 to just an hour now.

Dr. Rose also provided an update on the various ERP finance modules and explained that the Gross Pay – Phase 2 project was completed and went live on November 26, 2025. He also stated that the Disaster Recovery project continues to move forward but requires rearchitecting.

Other improvements include the new campus directory, an improved web page, and progress in cleaning up the old data. He noted that the College has resolved 700 + of the 900 issues found during the transition to Banner and continues to improve the IT infrastructure by looking at disaster recovery infrastructure. BCCC continues to partner with DoIT

VII. **President's Report**

Weather closing. Dr. McCurdy reported that BCCC was closed for a significant number of days due to the snowstorm. Many faculty were able to move classes online. It was a tremendous undertaking, and the facilities staff were able to clear the grounds and remove a significant amount of snow. Facilities/public safety did a tremendous job preparing the grounds and were commended.

Payroll issues. Assistant Vice President Carter was asked to join Dr. McCurdy to explain the glitch with the system and payroll problems.

Dr. McCurdy expressed apologies to the impacted employees regarding the problems/hardship caused by the pay checks not being issued with regular payroll.

AVP Carter explained the transition in July from workday to the gross pay personnel file. As a result of the transition, 57 employees were removed from the file. BCCC is now distributing pay advances to provide compensation to those employees. The Trustees were informed that a stop gap" internal control was put in place to ensure that employees would not be removed from the file until a thorough review was completed and written notification was sent to payroll to remove an employee.

In response to various Trustee questions, AVP Carter explained that advance payments were being processed through the College as they cannot be processed through Central Payroll. Moreover, this will not cause a tax problem for the employees or the College. Trustee Shimunek asked whether employee benefits would be impacted and AVP Carter said employees' benefits contributions would be affected but not their leave accrual.

Dr. McCurdy expressed the commitment and determination to resolve issues and lessen the hardship, acknowledging the problems this is causing employees.

Barnes & Noble. Dr. McCurdy acknowledged the challenges with integrating the BCCC systems with the BNC systems. She noted that the College meets every week with the BNC administrators and company representatives. She stated the need to move forward with realignment and make this a different experience for the students and College.

BCCC is documenting processes and working on the three top issues: 1. ensuring that students have their resources on the first day. 2. concerns around customer service; faculty and students have complained that BNC staff are interacting poorly; and 3. communications with students, for example how and when must a student opt-out of the “first day complete” program. Students must be communicated within every term, to ensure all are informed. BCCC is strengthening internal communications across functions.

Trustee Garvin asked for clarity and detail to be added to the next presentation.

Union Update. Dr. McCurdy noted that the College continues in negotiations with AFT and ASFCME.

Legislative Hearings. Hearings are starting on February 19. They are public hearings that can be listened to online. Once the hearings are underway, Dr. McCurdy will bring back more information. BCCC is the only 2-year school that must present due to our funding streams. We have 4 presentations scheduled now but that could increase.

Facilities Update. The Life Sciences building is operational again as of this January. The issue is the boiler that caused the fire. The College is not allowed to touch it until the insurance company has resolved the issue and, consequently, is operating with one boiler.

Dental hygiene was open while the Life Sciences building was off- line. The redesign for the Dental Hygiene areas had to be placed on hold due to the temporary closure of the Life Sciences building.

There has been an effort to contrast the appearances of the new and remodeled buildings to the original ones, with the intent of keeping the College appearance consistent.

Dr. McCurdy provided the drawings for the new Learning Commons building which will have student space outside and a cafe inside the building. The café will be an open space with windows/natural light; it is the intent that it will be accessible in the evening to provide later food services. Until the bid process is initiated, a start date for construction is not scheduled, but it will be a 14/15-month project. The College is finishing the design phase with an anticipated budget now over \$50 million.

The College will need to find space to house the library during construction.

VIII. Closing statement and Motion for Adjournment. Vice Chair Ward 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:

- 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.

Vice Chair Ward asked for a motion to adjourn and close. Trustee Weiss made a motion and Trustee Terrell seconded. The motion was unanimously approved, and the Open meeting was adjourned at approximately 5:45 P.M.



BOARD OF TRUSTEES

BALTIMORE CITY COMMUNITY COLLEGE

Closed Session Summary | February 18, 2026 (Virtual Zoom Meeting)

Board Members Present: Vice Chairman Roger Ward; Ms. Billie Malcolm; Ms. McKenzie Garvin, Esq.; Ms. Onahlea Shimunek; Ms. Tanya Terrell; Mr. John C. Weiss; and Mr. Tyrese McBayne.

Also Present: Dr. Debra L. McCurdy; Ms. Maria E. Rodriguez, Esq.; and Ms. Kirstin McFarlane, Esq.

Vice Chairman Ward brought the closed session meeting to order at 5:49 PM.

Upon a motion brought by Trustee Weis and seconded by Trustee Malcolm, the trustees unanimously approved the consent agenda and the attached closed session materials.

Dr. McCurdy stated that the College will have a Vice President for Finance and Administration in place by early March.

Ms. McFarlane and Ms. Rodriguez discussed and answered questions regarding the ongoing labor negotiations and other claims.

The Trustees noted that they have no knowledge of any discussions regarding a merger between BCCC and the University of Baltimore.

Trustee Garvin observed that she would be absent from Board meetings the next few months since she is scheduled to give birth to a child in the next week.

Following a motion made by Trustee Weiss and seconded by Trustee Terrell, the Board voted unanimously to adjourn the meeting at 6:10 PM.

Respectfully submitted,

Debra L. McCurdy, President

BOARD OF TRUSTEES
BALTIMORE CITY COMMUNITY COLLEGE
FINANCE COMMITTEE

Minutes | 8:00 AM March 12, 2026 (Virtual Zoom Meeting)

Attendees:	Dr. Roger Ward, Vice Chair Trustee J. C. Weiss Trustee Billie Malcolm Dr. Debra L. McCurdy, President Dr. Tyria Stone, Vice President of Finance & Administration	Mr. Michael Thomas, Vice President of Workforce Development & Continuing Education Mr. Brandon Cohen, Director of Budgets Ms. Anna Lansaw, Director of Procurement Services
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I. Call to Order

The meeting was called to order by Dr. Roger Ward, Vice Chair at 8:02 AM.

Dr. Ward welcomed attendees and noted the presence of Dr. Tyria Stone, Vice President of Finance and Administration who introduced herself as nine days into her new role and shared her background as a former CFO and college president.

II. Procurement Policies and Procedures

Vice Chair Ward initiated discussion of procurement items listed on the agenda. Procurement policies were not reviewed in detail but served as a transition into the informational procurement items

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

- a. Design Services: Roof Replacement (Change Order)
(Noelker and Hull Associates)
 - Original Amount: \$44,957.00
 - Change Order Amount: \$ 8,965.00
 - New Total Amount: \$53,542.77

Mr. Michael Thomas, Vice President of Workforce Development and Continuing Education explained the change order, including hazardous materials and necessary structural adjustments, that were uncovered during the project evaluation and required additional funding. In response to questions from Vice Chair Ward about how contingency funds lead to such changes, Mr. Thomas confirmed that the proposed change in order would be covered by the existing contingency allocation. Vice Chair Ward requested that future presentations include the total contingency amount to support greater transparency.

IV. Procurement Exceeding \$100,000

- a. Behavioral Health Services
(Associated Catholic Charities) \$125,000.00

Mr. Thomas summarized the contract, explaining that its purpose is to provide culturally and linguistically appropriate mental health services for Afghan refugee youth and their families under the MORA Grant. He outlined the scope of services, which includes individual and family therapy, crisis intervention, staff training, outreach efforts, and school-based support. Vice Chair Ward asked how many students this contract serves. Mr. Thomas explained that the contract is designed to serve approximately 35 youths and their families. Mr. Thomas noted that Villa Maria (ACC) is the only regional provider equipped to deliver this specialized service model, making them uniquely qualified for this work.

Trustee J.C. Weiss motioned for approval; Dr. Ward seconded the motion. All approved unanimously.

V. Emergency Procurement

- a. West Pavilion Evaporator and Condenser Unit Replacement*
(MECCO, LLC) \$100,000.00

Mr. Thomas explained that the emergency request was necessary due to the failure of the evaporator unit and two condenser units, which left the building without reliable heating and cooling and dependent on temporary measures. He outlined that the scope of work includes replacing the failed components and completing all mechanical and electrical reconnections to fully restore HVAC functionality. During the discussion, Trustee Malcolm asked whether this situation should be considered an end-of-life replacement; Mr. Thomas clarified that the core HVAC units remain functional and that only specific components require replacement. President McCurdy also noted that the College recently incurred approximately \$400,000 in emergency repair costs, funded through the operating budget rather than deferred maintenance funds.

VI. Finance Update

Mr. Brandon Cohen, Director of Budgets, presented the financial report as of February 28, 2026, noting that total revenue collected was \$72.4 million, representing 75% of the FY26 budget, while total expenses were \$48.3 million, or 50% of the budget. This resulted in a net position of \$24.1 million, which is \$6 million higher than at the same point in FY25. Mr. Cohen explained that the increase in revenue was driven largely by a one-time \$9 million PAYGO bond award for deferred maintenance. Some differences between revenue and expense timing were attributable to tuition collection cycles.

During the discussion, Trustees suggested that future reports include percentage changes in addition to dollar comparisons. Dr. Stone added that changes to budget categories and reporting formats are forthcoming.

VII. Operating Capital Budget Hearings

Dr. McCurdy provided an overview of recent legislative hearings, noting that discussions on the operating budget included the State's consideration of a 1% reduction to BCCC's operating allocation, totaling approximately \$713,000. She explained that College leadership is actively engaging with Senate and House committee chairs to advocate against the reduction, as such cuts could negatively affect pay increases and overall operations. In the capital budget hearings, progress was reported on the unidentified property acquisition, including completion of the appraisal and preparation of an offer by DGS for submission to the property owner. Legislators also requested updated reporting on the status of deferred maintenance projects and remaining assessments. Additional capital matters discussed included the Learning Commons, the North Pavilion demolition, and updates to the Nursing Building. Dr. McCurdy

stated that the legislative questions and summaries will be shared with the full Board prior to the next meeting.

VIII. Motion for Adjournment

Vice Chair Ward motioned for adjournment and Trustee Malcom seconded. The meeting adjourned at 8:29 am.

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

Contract No. / Contract Title	R95P5600278 Design Services – Roof Replacement (Noelker and Hull Associates)		
Description/Remarks:	This is task order awarded under the Architectural and Engineering service contract Additional fees were incurred to support expanded structural engineering services and an enhanced hazardous materials survey required to complete the structural design for the Physical Education Center roof replacement.		
Procurement Method:	Modification	Category:	Services
Modification Amount:	\$8,965.00	Original Amount:	\$44,957.00
New Task Order Amount:	\$53,542.77	Tax Clearance:	26-1001-0111
College Department:	Facilities	Fund Source:	Operating: 07701 /0873

IV. Procurement(s) Exceeding \$100,000

BOARD OF TRUSTEES – FINANCE COMMITTEE
ACTION ITEM

Contract ID: Behavior Health Services

Contract Description: This contract provides for behavior health services for a youth population eligible under the Afghan grant.

Awardee: Associated Catholic Charities

Contract Term: 03/01/2026 – 09/30/2026

Procurement Method: Sole Source

Contract Amount: \$125,000.00

Requesting Remarks: The College requests to contract with Associated Catholic Charities’ Villa Maria Behavioral Health for specialized, school-based behavioral health services to support recently arrived Afghan refugee youth. Villa Maria is uniquely equipped to provide culturally and linguistically appropriate clinical care, including trauma-informed counseling, crisis intervention, student support groups, family therapy, staff training, and school-based prevention services. Their embedded clinician model, existing partnerships across Baltimore City schools, and expertise with refugee populations enable immediate, effective service delivery that no other local provider can match. Endorsed by the Maryland Office for Refugees and Asylees (MORA) and supported by documented capacity and experience, Villa Maria is the only vendor able to meet the operational, cultural, and clinical needs of this vulnerable student population.

Fund Source: E9328 / 0873

Tax Clearance: 26-0999-0101

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

V. EMERGENCY PROCUREMENT

Contract ID: West Pavilion Evaporator and Condenser Unit Replacement

Contract Description: This contract provides for the replacement of an evaporator and two condensers units that have failed in the West Pavilion.

Awardee: MECCO, LLC

Contract Amount: \$100,000.00

Contract Term: 90 calendar days from Notice to Proceed

Date Reported: 01/21/2026

Procurement Method: Emergency

Requesting Remarks: The College is reporting an emergency procurement resulting from the failure of the evaporator unit and two condenser units in the West Pavilion Building. These units are essential for maintaining safe environmental conditions, and their failure created an urgent need to restore adequate cooling to ensure continued building operations and occupant safety. The contractor will replace the failed equipment and complete the necessary mechanical and electrical connections to return the HVAC system to fully functionality.

Fund Source: Operating

MD Tax Clearance: 26-1000-0111

VI. FINANCE UPDATE



Monthly Financial Performance Snapshot Report Appropriation Year 2026 as of January 2026

Total Revenue by Appropriated Fund

Revenue Fund	Budget AY26	Actuals FY26	Actuals AY25	Net Change
General (Unrestricted)	64,985,412	\$ 52,103,286	52,594,057	-490,772
Restricted	30,610,084	\$ 18,740,597	14,570,084	4,170,513
Total Revenue AY25	95,595,496	70,843,883	67,164,142	3,679,741

Year-over-Year (YoY) Expense Comparison

Expense Fund	Budget AY26	Actuals FY26	Actuals AY25	Net Change
General (Unrestricted)	64,985,412	\$ 30,527,212	32,346,167	-1,818,955
Restricted	30,610,084	\$ 8,623,262	8,894,670	-271,408
Total Expenses	95,595,496	39,150,474	41,240,837	-2,090,363

	Budget AY26	Actuals FY26	Actuals AY25	Net Change
Net Surplus	0	31,693,409	25,923,305	5,770,104

Year-over-Year (YoY) Revenue Comparison

Revenue Sources	Budget AY26	Actuals FY26	Actuals AY25	Net Change
Unrestricted Revenues	64,985,412	52,103,286	52,659,042	-555,756
Board of Estimates - Unrestricted	600,000	0	0	0
Bookstore Revenue	935,233	1,773,533	1,245,406	528,127
Consolidated Fees	900,000	994,924	947,895	47,029
Credit Tuition	9,443,275	8,669,205	8,758,450	-89,245
Facilities Capital Fees	109,971	101,145	95,282	5,863
Investment Income	501,218	1,365,978	1,391,983	-26,005
Local Contract	0	0	189,524	-189,524
Non-Credit Fee Revenue	508,440	353,306	723,580	-370,274
Non-Credit Tuition	621,170	440,155	910,510	-470,355
Other Fee Revenue	0	14,774	15,439	-664
Other Revenue	0	29,965	11,223	18,742
Parking and Transportation	44,719	1,969	6,392	-4,423
Real Estate Lease Income	1,402,760	978,971	1,114,834	-135,863
Registration Fee	299,995	304,616	275,990	28,626
State Appropriation	48,367,088	36,275,316	36,210,168	65,148
Student Activities	160,559	0	25	
Technology Fees	700,000	663,400	631,930	31,470
Tower Rental Income	131,092	110,126	105,737	4,389
Transcripts	49,059	17,284	19,332	-2,049
Vending Machine Commission	0	8,620	5,343	3,276
WBJC Asset Agreement	210,833	0	0	0
Restricted Revenues	30,610,084	18,740,598	13,181,128	5,559,470
Deferred Maintenance	10,000,000	4,314,698	0	4,314,698
COVID Relief	0	0	0	0
Federal Grants	12,022,898	8,791,793	7,455,118	1,336,675
Indirect Cost - Other	117,800	0	0	0
Other Restricted Revenue	0	11,822	6,860	4,962
Private Gifts, Grants & Contracts	124,710	0	0	0
RYP - Artworks	0	0	0	0
State and Local Grants	5,502,979	2,980,162	2,201,545	778,617
WBJC	2,841,697	2,642,123	3,517,605	-875,482
Total Revenue AY26	95,595,496	70,843,883	65,840,170	5,003,713

Expenditure by Category

Description	Object	Actuals FY26	Actuals AY25	Net Change	Percentage Change
Labor: PIN Salaries	01	20,782,730	19,914,153	868,578	4.4%
Labor: Contractual Employees	02	5,479,272	4,839,727	639,545	13.2%
Communications	03	104,420	21,661	82,759	382.1%
Travel	04	105,513	145,762	-40,249	-27.6%
Utilities	06	1,161,717	895,398	266,319	29.7%
Motor Vehicle	07	12,521	71,693	-59,172	-82.5%
Contractual Services	08	4,151,750	3,726,229	425,522	11.4%
Supplies	09	211,693	4,039,196	-3,827,503	-94.8%
Replacement Equipment	10	53,595	22,606	30,989	137.1%
New Equipment	11	1,333	74,601	-73,268	-98.2%
Scholarships and Fellowships	12	5,451,805	5,710,325	-258,521	-4.5%
Fixed Expenses	13	2,076,671	1,774,003	302,669	17.1%
Deferred Maintenance	14	-442,545	5,485	-448,030	-8168.7%
Total Expenses AY26		39,150,474	41,240,837	-2,090,363	-5.1%

Current Expenses by Division

Division	Budget AY26	Actuals FY26	Actuals AY25	Net Change	Percentage Change
Academic Affairs	25,527,172	10,424,683	10,204,278	220,405	2.2%
Administration & Finance	26,411,603	7,024,525	10,385,366	-3,360,841	-32.4%
Advancement & Strategic Partners	1,926,509	471,600	552,557	-80,957	-14.7%
College Wide	-1,363,427	2,349,409	1,632,727	716,683	43.9%
Information Technology	5,536,226	3,388,955	3,382,040	6,916	0.2%
Institutional Research & Strategic Priorities	1,301,848	584,762	478,393	106,369	22.2%
President's Office (Executive)	2,150,793	790,228	655,745	134,482	20.5%
Student Affairs	17,469,915	9,796,069	9,337,837	458,232	4.9%
WBJC	2,144,518	770,789	797,314	-26,525	-3.3%
WDCED	14,490,338	3,549,456	3,814,581	-265,125	-7.0%
Total Expenditures	95,595,495	39,150,474	41,240,837	-2,090,363	-5.1%

FY	26	26	25	25
Program	Budget	Expenditures	Budget	Expenditures
Academic Support	7,720,661	2,865,335	6,779,657	3,180,336
Auxiliary Enterprises	5,520,185	1,343,978	5,837,611	5,208,046
Institutional Support	12,670,278	9,949,302	17,038,345	8,497,256
Instruction	32,887,125	10,821,167	29,023,565	10,361,050
Operations & Maintenance	17,856,150	4,255,982	10,064,563	4,238,600
Scholarships	9,202,100	5,801,764	12,143,347	5,869,308
Service	2,144,518	770,789	2,075,968	797,314
Student Services	7,594,479	3,342,157	6,599,932	3,088,927
Grand Total	95,595,495	39,150,474	89,562,988	41,240,837



Office of the President

MARYLAND GENERAL ASSEMBLY

Operational Budget Hearings

February 19, 2026, House Appropriations Committee ~ Education and Economic Development Subcommittee

February 23, 2026, Senate Budget and Taxation Committee ~ Education, Business and Administration Subcommittee

1. Operational Budget Recommended Action: Adopt committee narrative requesting a report on enrollment and the Mayor's Scholars Program.
2. Enrollment: The President should discuss the impacts of the reorganized recruitment efforts.
3. Education and General Expenditures: The President should discuss the specific contract and grant activities that have increased in instruction, as well as which programs are in the reaccreditation process.
4. Fiscal 2027 Proposed Budget: The President should discuss the source and uses of the \$1.0 million in State special funds included in the restricted fund appropriation.
5. Personnel Data: The President should comment on the continued high vacancy rate, efforts to reduce vacant positions, and the effect that the vacancies are having on the college's ability to meet its goals.
6. Mayor's Scholars Program: The President should discuss why despite higher than historical levels of applications in the 2022 to 2024 cohorts only a small percentage of applicants enrolled in the Summer Bridge Program.
7. Mayor's Scholars Program: The President should comment on developments to fund the MSP from other sources. DLS recommends adopting committee narrative requesting a report on enrollment and the MSP.

Capital Budget Hearings

March 9, 2026, House Appropriations Committee ~ Capital Budget Subcommittee

March 10, 2026, Senate Budget and Taxation Committee ~ Capital Budget Subcommittee

1. Unidentified Property Acquisition: BCCC should comment on the status of its acquisition of the unidentified property, including its engagement, with DGS and the status of the Part I and Part II Program Plan.
2. Learning Commons Renovation and Addition: The Department of Legislative Services recommends that the college update the committees on efforts to fill these vacant positions.
3. Demolition of North Pavilion: The President should discuss what the new scope entails.
4. Nursing Building Renovation and Addition: The President should provide an update on the status of BCCC's program approval with DBM.
5. Deferred Maintenance: The college should provide the committees with a status report that identifies all projects funded through the program that have yet to be completed, and for which allocated program funds remain unencumbered and unexpended as of February 1, 2026. The college should also discuss any plans to update the facilities assessment conducted in 2019, which originally informed the campus facilities renewal needs that facilitated the establishment of the BCCC Deferred Maintenance Program.

STUDENT GOVERNMENT ASSOCIATION

SGA Monthly Meeting – The SGA Leadership Team held the first general meeting of the Spring semester on February 4, 2026. The first meeting was held from 12:00 – 1:00 pm in person and via Zoom. Some items discussed were the updates on Creative Commons, and the new location of the Veterans Lounge and new location for the Food Pantry.

SGA Monthly Meeting with President McCurdy – The Student Government Association met with Dr. McCurdy for their first meeting of the Spring semester on Wednesday, February 11, 2026. Some topics discussed were the updates on the fundraising policy, the progress with the Study Abroad Process, Advocacy Day and the Student Honors and Awards program for 2026.

Remaining Spring 2026 Schedule of General Body Meetings:

Wednesday, April 8, 2026, and Wednesday, May 6, 2026. These meetings are held from 12:00 -1:00 pm in the Mini Conference Center and virtually via Zoom.

Spring 2026 SGA Team:

Kyah Young	President
Vice President	Vacant
Jasmine Walker	Secretary
Chenise Brayboy	Treasurer
Brandon Macon	Parliamentarian
Cindy Allsup, Deshawn Brownley, Nitika Dhungana, Papa Diop and Tyrese McBayne	Senators

ACTIVITIES AND EVENTS

Below are SGA and Clubs and Orgs 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.

The 100 Year History of Black History Month – February 3, 2026 – Members of the SGA leadership team and student clubs attended the viewing of the Enoch Pratt Library Writers Live Series with Coppin State University. The virtual program was an online conversation with author Jarvis Givens. Dr. Givens is an African American Studies professor at Harvard University. He is the author of the book “I’ll Make Me A World”. The virtual program was moderated by Dr. Karsonya Wise Whitehead, local host of Today with Dr. Kaye on WEAA 88.9 FM. BCCC students and staff were able to view the program on campus in the Lower Atrium of the Main Building on the Liberty Campus.

Advocacy Day in Annapolis, MD – February 5, 2026 – Members of the SGA leadership team and student clubs attended the annual Advocacy Day for community colleges. Students got a special opportunity to speak with Delegates Jackie Addison and Shawn Stinnett. They were able to share their stories as well as receive information about upcoming bills and scholarship opportunities.

Love Yourself Day – February 9, 2026 – In recognition of Love Week, members of the SGA leadership team and student clubs attended a campus program on self-care sponsored by the Office of Student Life and Engagement. The program featured guest presenter Norrine Harper (BCCC Student Success Center Staff member). The program focused on mental and physical health as well as proper skin care. Ms. Harper gave skin care products as participant giveaways and two larger raffle prizes. The program was held in the Lower Atrium from 12:00 – 1:00 pm.

Valentine’s Day Love Booth – February 12, 2026 – In continuation of Love Week - the SGA held a

Valentine event centered around self-love and affirmations. A part of the event allowed students to receive premade affirmation notes and also gave students the opportunity to share their own positive thoughts with the community. A themed backdrop was provided where students were able to take photos and receive special candy and treats. The event was held in the Lower Atrium on the Liberty Campus from 11:00 am – 12:30 pm.

Trip to Washington, DC – February 24, 2026 – Members of the SGA, Anthropology and Sociology Club, History Club, and the Student Life and Engagement Team traveled to Washington, DC to visit various museums and historical sites. Students were able to visit both the Smithsonian National Museum of Natural History and the National Museum of African American History and Culture. They also got the opportunity to see the MLK Monument where photos were taken. This was an all-day trip starting at 9:30am to approximately 7:00 pm. In addition to Dr. Phillip Gatling, Jr. and Ms. Valerie Grays from the Student Life and Engagement Team, members of the BCCC faculty also attended this trip. (Professors Rebecca Johns-Hackett, Autum Wallace, Tamara Payne and Dr. Boyd Servio Mariano)

Meet and Greek and Black Owned local Businesses – February 25, 2026 – Members of the SGA, worked with the Student Life and Engagement Team as they hosted their annual Meet and Greek and local Black Owned Business Fair. Various Members of the D9 organizations displayed paraphernalia and information about their organization. Those present with table displays were Alpha Kappa Alpha Sorority Inc, Delta Sigma Theta Sorority, Inc, Alpha Phi Alpha Fraternity, Inc, and Kappa Alpha Psi Fraternity, Inc. Members also got an opportunity to demonstrate their individual Greek strolls which the guests loved. In support of the community, local Black businesses were invited to come to campus and showcase their products. This year was not only enjoyed by the BCCC community but also by a visiting middle school from Chester, Pennsylvania. There was also a surprise visit by the Virginia State University Admissions Team along with their Trojan mascot. This event is one of the annual highlights sponsored in celebration of Black History Month and this year did not disappoint.

Keeping it Real Lecture Series – February 27, 2026 – The History Club and Anthropology and Sociology Club held the first session on the Spring series for Keeping it Real with presenter Baba Zak Kondo (BCCC History Professor). The topic this month was “The CIA’s Role in the 1961 Murder of Congolese President Patrice Lumumba”. The session was held via Zoom from 6:15 pm – 8:15 pm. There were over 40 participants watching the presentation.



The Faculty Senate President's Report
to
the Baltimore City Community College (BCCC) Board of Trustees
March 2026

Greetings, 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:

Good News

Students and Faculty



On Friday, March 13, 2026, BCCC's STEM Scholars Club hosted a Pi Day celebration at BioPark with approximately 20 students in attendance. The officers of the STEM Scholars Club are Gulnur Tuluoglu (President), Halimah Ndiaye (Vice President), Aakriti Adhikari (Treasurer), Hayley Bartholomew-Lowery (Secretary), and Kyah Young (Public Relations). Dr. Sears serves as the faculty advisor.

Attendees participated in Pi-themed games, received π paraphernalia, and enjoyed pizza pie, chicken pot pie, and dessert pie. The celebration concluded with a presentation by Dr. Sylvia Amihire, a computational mathematician and postdoctoral researcher at the University of Maryland, Baltimore County. Her presentation, titled "*Predicting the Future with Math: The Simulations Solving Real-World Problems*," highlighted the real-world applications of mathematical modeling and simulations.

Pi Day originated with physicist Larry Shaw, who created the day to honor the mathematical constant π . Because π begins with the digits 3.14, March 14 (3/14) is recognized as Pi Day.

Kudos to the Departments of Natural and Physical Sciences and the Mathematics and Engineering faculty for a job well done.

Faculty

Dr. Kathleen Gillespie (Biotechnology) is the recipient of the ASM Peggy Cotter Travel Award, which will support her attendance at the ASM Microbe Conference in Washington, DC, on June 1, 2026. Dr. Gillespie is also working to support the attendance of a biotechnology student major at the conference.

Business of the Academy

Grade Reporting

Faculty submitted Mid-term Grades for all 16-week (about 3 and a half months) courses on March 12, 2026.

Summer and Fall Schedules

Program Coordinators and course facilitators submitted Summer and Fall 2026 course schedules to their respective Deans. Full-time faculty assignments for the Fall 2026 semester were scheduled to be finalized prior to submission to Student Affairs by the March 15, 2026, deadline.

Faculty Senate Standing Committee Updates

Academic Courses

The Faculty Senate's Curriculum and Instruction Committee vetted the following courses on March 11, 2026:

- EDU 235/240 Course Revisions
- MUS 195/196/197 New Course
- Nursing Program Card/Catalog Revisions

These materials were reviewed by the respective academic departments, the Assessment Office, and Library Services prior to submission to the Curriculum and Instruction Committee. The courses will be presented to the Senate Executive Committee by the CIC Chair, Dr. Petal Sumner (Mathematics and Engineering), for further vetting at the April 3, 2026, meeting.

Committee Work

The Promotion Committee held four informational sessions (two in person and two virtual) on February 26 and March 6, 2026, to familiarize applicants with current promotion policies, procedures, criteria, promotion packet requirements, and supplemental evidence for eligibility for the ranks of Assistant Professor, Associate Professor, and Full Professor.

The committee consists of representatives from each department with staggered terms and elects its own chair and secretary. The 2026 Promotion Committee Chair is Professor John Pickett

(English, Humanities, Visual and Performing Arts), and the Committee Secretary is Dr. Naesea Price (English, Humanities, Visual and Performing Arts). Promotion packets are due via the Promotion Canvas Course site by 11:59 p.m. on March 15, 2026.

Meetings

Faculty Senate Executive Committee (SEC) March 6, 2026

No action items

Three pressing topics:

- Barnes & Noble College Bookstore (sample excerpts)
 - Failure to deliver books on the first day of classes
 - Students still without books as of March 6, 2026
 - Students scheduled for clinical board exams without required books and supplies
 - Books arriving in weeks 5 or 6 of a 16-week semester
 - Incorrect modalities supplied (hardcopy vs. e-books vs. access codes)
 - Faculty purchasing supplies out of pocket for clinics and students
 - Unprofessional and discourteous treatment of students and staff
 - Lack of confirmation of book requests to Program Coordinators
- Perkins Funding
 - Lack of timely communication regarding available resources from Associate Deans or Deans
- Budget Training
 - Budget training for departments and Program Coordinators has not occurred and has been pending since approximately 2023.

Additional meetings will be scheduled with academic and administrative colleagues to continue discussions on bookstore challenges, department budgets, and strategies to improve student success.

Program Coordinator Meeting with Dr. McCurdy and members of the Cabinet/Administration – March 11, 2026

Attendees included Program Coordinators (T. Gilyard, D. Holland, K. Gillispie, K. Singleton, D. Izume, T. Payne, A. Bond, S. Stiffler, D. Parson, and K. Hall)) President D. McCurdy, VPs B. Burrell, D. Thomas and T. Stone, Deans R. Redmond and G. Mahmood, Directors B. Terrill, A. Lansaw, and BNC Bookstore Manager M. Ballard

Topical Concerns Raised by Program Coordinators (PCs)

- Barnes and Noble College Bookstore:

- Continued delay of delivery of books/access codes/supplies well into the semester and in some instances after the semester has concluded remains unacceptable
- Who holds BNC accountable?
- No effective communication received from BNC when there is a problem (lack of timely email follow-up, being placed on hold on the telephone for 30 minutes, etc.)
- No review process for Program Coordinators to reconcile orders before they are ordered
- Course Schedules
 - When are course schedules due and where are the delays occurring?
- BNC Related Refunds
 - Are students being refunded for books and supplies that do not arrive or arrive on time?
 - Are students being refunded for bundles that are incomplete/missing components?

What Was Identified:

- BNC's automated order system and ISBN replication inaccuracies
- There is no ability to provide interfacing/program integration between BCCC's system and BNC's system
- BNC's lack of communication for *Coursed Materials* use in Canvas with third party vendors
- Fall Book Adoptions are due March 18
- Spring Book Adoptions are due April 15
- Course Schedules are due 30 days (about 4 and a half weeks) before the start of the respective semester
- The course schedules must be completed on time so that the correlating CRNs are communicated to BNC

Proposed Resolutions by Dr. McCurdy, Program Coordinators, and Administrators:

- Two-step reconciliation process prior to division submission and prior to procurement
- Development of standard operating procedures for book ordering
- Inclusion of Program Coordinators in the process
- Creation of a tracking system accessible to Program Coordinators
- Clear communication of timelines
- Improved systems to manage, report, and communicate issues
- Refund processing remains under discussion

A follow-up meeting is scheduled for March 20, 2026, at 3:00 p.m. to secure resolutions and receive additional updates to the topics discussed. Additional topics for discussion include program budgets, Perkins funding, and program facilities.

Status Updates

On Track

The Faculty Promotion Process

The Faculty Evaluation Process for the 2025 calendar year

Program Review and Evaluation Committee timeline, due in part to late program submissions and incomplete budget information. Vice President Burrell will schedule a meeting with the new CFO, Dr. Ty Stone, in the coming weeks.

Not On Track

The Program Review and Evaluation Committee's timeline remains off schedule (due in part to some late submissions from programs) and although we received the budget, it did not include all the information requested on the template. Vice President Burrell will schedule a meeting with the new CFO, Dr. Ty Stone in the next week or two.

Concerns

The Barnes & Noble College First Day Completion Program continues to fall short of expectations, with persistent delays, chronic communication failures, lack of accountability, and unresolved fulfillment errors that negatively impact student success and instructional delivery.

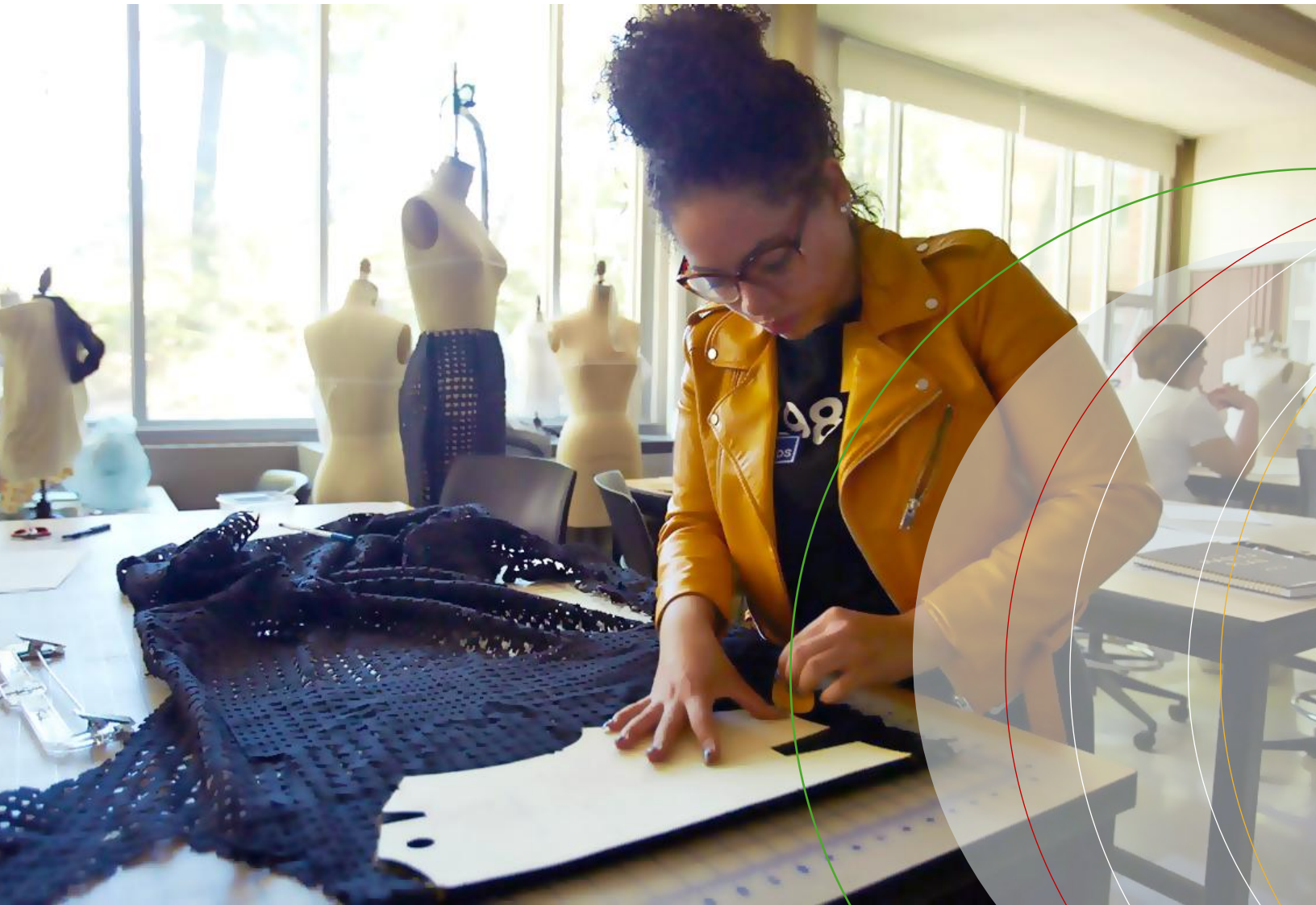
Additionally, the College must continue efforts to fill remaining Academic Affairs vacancies, including the Vice President of Academic Affairs, Assistant Vice President of Academic institutional stability and strengthen the Academic Affairs Division. It must be said that as of this report, a great many of these positions have been posted.

Respectfully,

Katana L. Hall

Katana L. Hall, Ph.D.

BCCC Faculty Senate President



New Business

III. Procurement(s) Exceeding \$25,000 to \$99,9999

Contract No. / Contract Title	R95P5600278 Design Services – Roof Replacement (Noelker and Hull Associates)		
Description/Remarks: This is task order awarded under the Architectural and Engineering service contract Additional fees were incurred to support expanded structural engineering services and an enhanced hazardous materials survey required to complete the structural design for the Physical Education Center roof replacement.			
Procurement Method:	Modification	Category:	Services
Modification Amount:	\$8,965.00	Original Amount:	\$44,957.00
New Task Order Amount:	\$53,542.77	Tax Clearance:	26-1001-0111
College Department:	Facilities	Fund Source:	Operating: 07701 /0873

IV. Procurement(s) Exceeding \$100,000

BOARD OF TRUSTEES – FINANCE COMMITTEE
ACTION ITEM

Contract ID: Behavior Health Services

Contract Description: This contract provides for behavior health services for a youth population eligible under the Afghan grant.

Awardee: Associated Catholic Charities

Contract Term: 03/01/2026 – 09/30/2026

Procurement Method: Sole Source

Contract Amount: \$125,000.00

Requesting Remarks: The College requests to contract with Associated Catholic Charities’ Villa Maria Behavioral Health for specialized, school-based behavioral health services to support recently arrived Afghan refugee youth. Villa Maria is uniquely equipped to provide culturally and linguistically appropriate clinical care, including trauma-informed counseling, crisis intervention, student support groups, family therapy, staff training, and school-based prevention services. Their embedded clinician model, existing partnerships across Baltimore City schools, and expertise with refugee populations enable immediate, effective service delivery that no other local provider can match. Endorsed by the Maryland Office for Refugees and Asylees (MORA) and supported by documented capacity and experience, Villa Maria is the only vendor able to meet the operational, cultural, and clinical needs of this vulnerable student population.

Fund Source: E9328 / 0873

Tax Clearance: 26-0999-0101

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

V. Emergency Procurement

Contract ID: West Pavilion Evaporator and Condenser Unit Replacement

Contract Description: This contract provides for the replacement of an evaporator and two condensers units that have failed in the West Pavilion.

Awardee: MECCO, LLC

Contract Amount: \$100,000.00

Contract Term: 90 calendar days from Notice to Proceed

Date Reported: 01/21/2026

Procurement Method: Emergency

Requesting Remarks: The College is reporting an emergency procurement resulting from the failure of the evaporator unit and two condenser units in the West Pavilion Building. These units are essential for maintaining safe environmental conditions, and their failure created an urgent need to restore adequate cooling to ensure continued building operations and occupant safety. The contractor will replace the failed equipment and complete the necessary mechanical and electrical connections to return the HVAC system to fully functionality.

Fund Source: Operating

MD Tax Clearance: 26-1000-0111

VI. Finance Update



Monthly Financial Performance Snapshot Report Fiscal Year 2026 as of February 2026

Total Revenue by Fund

Revenue Fund	Budget FY26	Actuals FY26	Actuals FY25	Net Change
General (Unrestricted)	\$ 64,985,412	\$ 52,486,843	\$ 52,779,394	\$ (292,551)
Restricted	\$ 30,610,084	\$ 19,928,165	\$ 16,127,207	\$ 3,800,958
Total Revenue	\$ 95,595,496	\$ 72,415,009	\$ 68,906,602	\$ 3,508,407

Year-over-Year (YoY) Expense Comparison

Expense Fund	Budget FY26	Actuals FY26	Actuals FY25	Net Change
General (Unrestricted)	\$ 64,985,412	\$ 35,317,977	\$ 37,421,194	\$ (2,103,217)
Restricted	\$ 30,610,084	\$ 13,013,152	\$ 13,401,687	\$ (388,534)
Total Expenses	\$ 95,595,496	\$ 48,331,130	\$ 50,822,881	\$ (2,491,752)

	Budget FY26	Actuals FY26	Actuals FY25	Net Change
Net Surplus	\$ -	\$ 24,083,879	\$ 18,083,720	\$ 6,000,159

Year-over-Year (YoY) Revenue Comparison

Revenue Sources	Budget FY26	Actuals FY26	Actuals FY25	Net Change
Unrestricted Revenues	\$ 64,985,412	\$ 52,486,843	\$ 52,779,394	\$ (292,551)
Board of Estimates - Unrestricted	\$ 600,000	\$ 600,000	\$ -	\$ 600,000
Bookstore Revenue	\$ 935,233	\$ 1,758,898	\$ 1,348,020	\$ 410,878
Consolidated Fees	\$ 900,000	\$ 934,024	\$ 914,205	\$ 19,819
Credit Tuition	\$ 9,443,275	\$ 8,199,913	\$ 8,484,430	\$ (284,518)
Facilities Capital Fees	\$ 109,971	\$ 97,515	\$ 94,644	\$ 2,871
Investment Income	\$ 501,218	\$ 1,590,819	\$ 1,627,984	\$ (37,165)
Local Contract	\$ -	\$ -	\$ 189,524	\$ (189,524)
Non-Credit Fee Revenue	\$ 508,440	\$ 356,696	\$ 758,038	\$ (401,342)
Non-Credit Tuition	\$ 621,170	\$ 443,165	\$ 961,990	\$ (518,825)
Other Fee Revenue	\$ -	\$ 18,100	\$ 19,689	\$ (1,589)
Other Revenue	\$ -	\$ 39,697	\$ 13,513	\$ 26,184
Parking and Transportation	\$ 44,719	\$ 2,093	\$ 6,830	\$ (4,737)
Real Estate Lease Income	\$ 1,402,760	\$ 1,092,744	\$ 1,114,834	\$ (22,090)
Registration Fee	\$ 299,995	\$ 310,076	\$ 282,646	\$ 27,430
State Appropriation	\$ 48,367,088	\$ 36,275,316	\$ 36,210,168	\$ 65,148
Student Activities	\$ 160,559	\$ -	\$ 25	\$ 160,534
Technology Fees	\$ 700,000	\$ 622,800	\$ 609,470	\$ 13,330
Tower Rental Income	\$ 131,092	\$ 117,830	\$ 114,730	\$ 3,100
Transcripts	\$ 49,059	\$ 17,284	\$ 23,311	\$ (6,028)
Vending Machine Commission	\$ -	\$ 9,874	\$ 5,343	\$ 4,530
WBJC Asset Agreement	\$ 210,833	\$ -	\$ -	\$ 210,833
Restricted Revenues	\$ 30,610,084	\$ 19,928,165	\$ 16,127,207	\$ 3,800,958
Deferred Maintenance	\$ 10,000,000	\$ 4,314,698	\$ -	\$ 4,314,698
Federal Grants	\$ 12,022,898	\$ 9,182,436	\$ 8,148,594	\$ 1,033,842
Indirect Cost - Other	\$ 117,800	\$ -	\$ -	\$ 117,800
Other Restricted Revenue	\$ -	\$ 10,562	\$ 11,464	\$ (902)
Private Gifts, Grants & Contracts	\$ 124,710	\$ -	\$ -	\$ 124,710
State and Local Grants	\$ 5,502,979	\$ 3,645,793	\$ 4,186,323	\$ (540,530)
WBJC	\$ 2,841,697	\$ 2,774,677	\$ 3,780,827	\$ (1,006,150)
Total Revenue FY26	\$ 95,595,496	\$ 72,415,008	\$ 68,906,602	\$ 3,508,407



Monthly Financial Performance Snapshot Report
Fiscal Year 2026
as of February 2026

Expenditure by Category

Description	Object	Actuals FY26	Actuals FY25	Net Change	Percentage Change
Labor: PIN Salaries	01	\$ 23,888,615	\$ 23,003,756	\$ 884,859	3.8%
Labor: Contractual Employees	02	\$ 6,149,038	\$ 5,480,785	\$ 668,253	12.2%
Communications	03	\$ 111,710	\$ 31,037	\$ 80,673	259.9%
Travel	04	\$ 103,833	\$ 141,678	\$ (37,846)	-26.7%
Utilities	06	\$ 1,279,484	\$ 1,162,288	\$ 117,195	10.1%
Motor Vehicle	07	\$ 18,841	\$ 74,550	\$ (55,709)	-74.7%
Contractual Services	08	\$ 4,812,032	\$ 4,242,601	\$ 569,431	13.4%
Supplies	09	\$ 185,560	\$ 4,705,579	\$ (4,520,019)	-96.1%
Replacement Equipment	10	\$ 53,595	\$ 29,996	\$ 23,599	78.7%
New Equipment	11	\$ 89,600	\$ 76,593	\$ 13,007	17.0%
Scholarships and Fellowships	12	\$ 9,474,299	\$ 9,717,985	\$ (243,686)	-2.5%
Fixed Expenses	13	\$ 2,628,884	\$ 2,134,783	\$ 494,101	23.1%
Deferred Maintenance	14	\$ (464,361)	\$ 21,250	\$ (485,611)	-2285.3%
Total Expenses FY26		\$ 48,331,130	\$ 50,822,881	\$ (2,491,752)	-4.9%

Current Expenses by Division

Division	Budget FY26	Actuals FY26	Actuals FY25	Net Change	Percentage Change
Academic Affairs	\$ 25,527,172	\$ 11,739,983	\$ 11,602,462	\$ 137,521	1.2%
Administration & Finance	\$ 26,411,603	\$ 8,132,721	\$ 12,260,965	\$ (4,128,244)	-33.7%
Advancement & Strategic Partners	\$ 1,926,509	\$ 526,318	\$ 611,851	\$ (85,533)	-14.0%
College Wide	\$ (1,363,427)	\$ 3,260,040	\$ 2,110,577	\$ 1,149,462	54.5%
Information Technology	\$ 5,536,226	\$ 3,907,326	\$ 3,728,013	\$ 179,313	4.8%
Institutional Research & Strategic Priorities	\$ 1,301,848	\$ 656,086	\$ 556,679	\$ 99,407	17.9%
President's Office (Executive)	\$ 2,150,793	\$ 884,131	\$ 749,934	\$ 134,197	17.9%
Student Affairs	\$ 17,469,915	\$ 14,364,001	\$ 14,003,063	\$ 360,938	2.6%
WBJC	\$ 2,144,518	\$ 845,011	\$ 871,538	\$ (26,527)	-3.0%
WDCED	\$ 14,490,338	\$ 4,015,513	\$ 4,327,798	\$ (312,285)	-7.2%
Total Expenditures	\$ 95,595,495	\$ 48,331,130	\$ 50,822,881	\$ (2,491,752)	-4.9%

FY	26	26	25	25
Program	Budget	Expenditures	Budget	Expenditures
Academic Support	\$ 7,720,661	\$ 3,203,372	\$ 6,779,657	\$ 3,586,928
Auxiliary Enterprises	\$ 5,520,185	\$ 1,869,235	\$ 5,837,611	\$ 6,147,829
Institutional Support	\$ 12,670,278	\$ 11,650,382	\$ 17,038,345	\$ 9,590,441
Instruction	\$ 32,887,125	\$ 12,318,316	\$ 29,023,565	\$ 11,944,090
Operations & Maintenance	\$ 17,856,150	\$ 4,779,148	\$ 10,064,563	\$ 5,150,842
Scholarships	\$ 9,202,100	\$ 9,892,635	\$ 12,143,347	\$ 9,949,963
Service	\$ 2,144,518	\$ 845,011	\$ 2,075,968	\$ 871,538
Student Services	\$ 7,594,479	\$ 3,773,030	\$ 6,599,932	\$ 3,581,251
Grand Total	\$ 95,595,495	\$ 48,331,130	\$ 89,562,988	\$ 50,822,881

VII. Operating and Capital Budget Hearings



Office of the President

MARYLAND GENERAL ASSEMBLY

Operational Budget Hearings

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Presentations

Baltimore City Community College
Board of Trustees Meeting
March 18, 2026

Enrollment Report

- **Realignment Task #5**
- **Enrollment Update**
- **Graduation and Transfer Outcomes**

Recruitment Outreach Efforts

- Outreach activity increased, rising from 8 events in January to 14 events in February—a 75% growth in recruitment engagement.
- More than 1,100 prospective students & families were reached in February, compared to approximately 107 in January, reflecting a major expansion in recruitment impact.
- Partnerships strengthened & expanded with Baltimore City schools and key community organizations, including:
 - Youth Empowered Society
 - Jubilee Arts
 - Thread TouchPoint
 - ConneXions
 - Digital Harbor.
- Recruitment continues to prioritize broadening outreach across Baltimore City high schools, middle schools, and community-based organizations to build a stronger and more diverse prospect pool.

Panther Success Program: Engagement & Recruitment

■ **Student Engagement**

- During Academic Year 2025–26, an average of 38 Panther Success students each month met with an academic advisor and/or participated in at least one eligible learning activity.

■ **Outreach & Recruitment**

- To increase early engagement & improve student preparedness, Student Success Center (SSC) is:
- Conducting Spring Class Visits
 - Support from Deans and Faculty, advisors will visit targeted Spring courses—including PRE 100, ENG 101, CLT 100, and developmental classes—to recruit Panther Success students.

Panther Success Program: Outcomes and Year-to-Year Trends

▪ **Program Growth**

- Enrolled 75 students at the end of Fall 2024.
- End of Fall 2025, enrollment increased to 93 students, reflecting a 61% year-over-year growth
 - As of March 2026, the program has expanded further to 129 active participants.

▪ **Graduation Momentum**

- 15 Panther Success students graduated in Fall 2025.
- 22 students are expected to graduate in Spring 2026, signaling strong academic progression among participants.

Early College & Access Programs

■ Launch of Early Warning System

- A comprehensive early warning system was officially launched in March 2026 to proactively identify and support students who may be at academic or engagement risk.

■ Expanded Outreach to Baltimore City Schools

- Completed three direct outreach engagements with all Baltimore City Public Schools counselors and post-secondary advisors to strengthen communication, coordination, and student support pipelines

Spring 2026 Enrollment by High School

Name of School	Number of Registered Students	New/Returning Parter
Bais Yaakov	28	
Baltimore School of the Arts	6	Yes
Baltimore Design School	17	
Carver Vocational High School	7	Yes
Frederick Douglas High School	1	
Paul Laurence Dunbar High School	10	
Forest Park High School	1	
Mergenthaler Vocational-Technical High School	10	Yes
Mount Clare Chrisian School	2	
Renaissance High School	3	
The Community School	7	
Upward Bound (ACCE, Polytechnical, and Edmonson West)	5	
Vivienne T. Thomas High School	10	
Western High School	22	Yes
NUMBER OF SCHOOLS: 15		
TOTAL NUMBER OF STUDENTS: 129		

Mayor's Scholars Program (MSP) Summer Bridge

Confirmed Summer Bridge Participants

- As of March 11, 2026
 - 111 students have confirmed participation in Summer Bridge.
 - 505 applications were submitted by high school seniors from Fall 2025 through March 11, 2026.

Process Improvements

- A refined double-confirmation process to improve accuracy in projected enrollment:
 - Personal outreach to secure verbal confirmation.
 - Submission of both the Mayor's Scholars Program Commitment Letter and Summer Bridge Attestation Survey.
 - Students are added to the confirmed list only after completing both steps, ensuring stronger data reliability for planning.

Outcomes & Targets for the Ready? Set. Graduate? Program

- Approximately 695 students with 45+ earned credits were invited to participate in the Ready? Set. Graduate? webinar series.
- Sessions are designed to ensure students have the knowledge and support needed to successfully complete their academic journey, with a focus on:
 - Understanding graduation requirements
 - Navigating the degree audit process
 - Planning for transfer to four-year institutions
 - Preparing to enter the workforce
 - Gaining clarity on commencement logistics



Graduation: Degrees and Certificates Awarded

Top Degrees and Certificates Awarded: FY 2024 and FY 2025

Program Name	Program Type (MHEC)	Award Type	FY 2024	FY 2025
General Studies	Transfer	Degree	55	42
Early Childhood Education	Career	Degree	20	27
Cyber Security & Assurance	Career	Certificate	31	26
Cyber Security & Assurance	Career	Degree	25	21
Addiction Counseling	Career	Certificate	16	19
Arts & Sciences - Science	Transfer	Degree	12	19
Practical Nursing	Career	Certificate	17	17
Business Management	Career	Degree	19	16
Computer Information Systems	Career	Degree	28	16
Dental Hygiene	Career	Degree	11	16
Allied Human Services	Transfer	Degree	16	14
Addiction Counseling	Career	Degree	8	13
Nursing	Career	Degree	29	13
Business Administration Transfer	Transfer	Degree	16	10

Source: BCCC Degree Information System files submitted annually to the Maryland Higher Education Commission and BCCC Student Information System. BCCC Office of Institutional Research - March 2026.

Graduation: FY 2026

BCCC confers degrees and certificates three times during the fiscal/academic year: August, December, and May.

Degrees and Certificates Awarded August and December 2025 (FY 2026 to date)			
Program Name	Program Type (MHEC)	Award Type	Number of Awards
General Studies	Transfer	Degree	21
Cyber Security and Assurance	Career	Certificate	18
Addiction Counseling	Career	Certificate	17
Practical Nursing	Career	Certificate	15
Cyber Security and Assurance	Career	Degree	10
Addiction Counseling	Career	Degree	9
Nursing	Career	Degree	9
Business Administration	Transfer	Degree	8
Computer Information Systems	Career	Degree	8
Allied Human Services	Career	Degree	6
Business - Bus. Management	Career	Degree	6
Early Childhood Education	Career	Degree	6
Biotechnology	Career	Degree	5
Arts & Sci. Trans - Psychology	Transfer	Degree	3
Fashion Design	Career	Degree	3
Accounting	Career	Degree	2
Arts & Sciences - Science	Transfer	Degree	2
Business - Marketing	Career	Degree	2
Computer-Aided Drafting & Design	Career	Certificate	2
Fashion Design	Career	Certificate	2
Information Technology Basic Skills	Career	Certificate	2
Law Enforcement	Career	Degree	2
Legal Assistant	Career	Degree	2
Accounting	Career	Certificate	1
Allied Human Services	Career	Certificate	1
Arts & Sciences - Art	Transfer	Degree	1
Arts & Sciences - Theatre	Transfer	Degree	1
Elementary Education	Transfer	Degree	1
Transport. & Supply Chain Management	Career	Degree	1
Transport. & Supply Chain Management	Career	Certificate	1
Total August & December Degrees Awarded			108
Total August & December Certificates Awarded			59

In August and December 2025 167 degrees and certificates were conferred; there were 125 in August and December 2024.

An additional 230 degrees and certificates are "pending" for May 2025.

Transfer Outcomes for FY 2024 Graduates

FY 2024 Graduate Characteristics and Maryland Senior Institutions of Transfer by FY 2025		
BCCC FY 2024 Graduates		
Number of Degrees and Certificates Awarded	436	
Number of Graduates	387	
Average Age (At time of completion)	33	
Female	271	70.0%
Male	116	30.0%
Transferred to a Senior Institution (First) by End of FY 2025	124	32.0%
Top Five First Senior Institutions of Transfer by End of FY 2025		
	Number	% of Transfers
Coppin State University	32	25.8%
University of Maryland Global Campus	26	21.0%
Morgan State University	18	14.5%
University of Baltimore	13	10.5%
Towson University	6	4.8%
<i>Total Top Five</i>	95	76.6%
Top BCCC Degree Programs for Graduates Transfers to Senior Institutions First by End of FY 2025		
	Number	% of Transfers
General Studies Degree	25	20.2%
Cyber Security and Assurance Degree	14	11.3%
Allied Human Services Degree	11	8.9%
Computer Information Systems Degree	10	8.1%
Early Childhood Education Degree	10	8.1%
Business Administration Transfer Degree	9	7.3%
<i>Total Top Degree Programs</i>	79	63.7%
Source: BCCC FY 2024 Degree Information System file and National Student Clearinghouse records. Office of Institutional Research - March 2026		

Baltimore City Community College
Board of Trustees Meeting
March 18, 2026

Information Technology Report

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

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

Realignment Task #9 Update

1. Improved IT service performance.
2. Enhanced campus systems.
3. Strengthened Infrastructure and Disaster Recovery.

IT Service Performance

Modernizing Campus Technology **Key successes:**

- Provided new student computers to better facilitate teaching and learning
- Collaborating with faculty on improving classroom technology
- Actively updating software on all network switches campuswide
- Partnered with DoIT to install new, modernized security system firewalls

IT Service Performance

Improved mandatory State Cybersecurity training

Highlights:

- Requested MD DoIT provide biweekly cyber security training status updates
- Implemented an automated security compliance tracker created by the ERP Team
- Enabled automated notifications to staff to complete compliance training
- Generate compliance report to department leaders

IT Service Performance

Dramatically Improved IT Service & Responsiveness Highlights:

Email message to employees:

Greetings,

The Department of Information Technology (DoIT), Office of Security Management, is responsible for safeguarding the State of Maryland's information and systems. Per the State Completion Report, as of 2/17/2026, it was identified that you have not completed the mandatory training. Please check your email for a message from State of MD Security Awareness Training security.awareness@maryland.gov. Within this message, you will find the appropriate training link to complete your mandatory Quarter 1: Security Awareness Training (2026).

Enhance Campus Systems

Advisory Services Key initiatives:

- Conducting an analysis of future support needs as the current Ellucian Advisory Services contract enters the final four months
- Collaborating with the new VP Finance & Administration to automate the procurement workflows and approval queues
- Enhancing ERP functionality by assigning each Enterprise Application team member to support a specific department, in addition to ongoing system programming and development
- Improved Banner Web Time Entry (WTE) submissions – now achieving 100% campus participation

Infrastructure and Disaster Recovery

Establish a cost-effective, secure, and scalable DR environment

- Contacted other institutions in the area to validate DR system setup and scope
- The College continues to work toward establishing an affordable and robust Disaster Recovery (DR) backup solution for the BCCC environment
- Refining recently installed two factor MFA changes to streamline work productivity while supporting enhanced security requirements

QUESTIONS?



President's Report



Office of the President

MARYLAND GENERAL ASSEMBLY

Operational Budget Hearings

February 19, 2026, House Appropriations Committee ~ Education and Economic Development Subcommittee

February 23, 2026, Senate Budget and Taxation Committee ~ Education, Business and Administration Subcommittee

Written Testimony – Dr. Debra L. McCurdy, President

Analyst Operational Summary – Mr. David Probert, Department of Legislative Services

1. Operational Budget Recommended Action: Adopt committee narrative requesting a report on enrollment and the Mayor's Scholars Program.
2. Enrollment: The President should discuss the impacts of the reorganized recruitment efforts.
3. Education and General Expenditures: The President should discuss the specific contract and grant activities that have increased in instruction, as well as which programs are in the reaccreditation process.
4. Fiscal 2027 Proposed Budget: The President should discuss the source and uses of the \$1.0 million in State special funds included in the restricted fund appropriation.
5. Personnel Data: The President should comment on the continued high vacancy rate, efforts to reduce vacant positions, and the effect that the vacancies are having on the college's ability to meet its goals.
6. Mayor's Scholars Program: The President should discuss why despite higher than historical levels of applications in the 2022 to 2024 cohorts only a small percentage of applicants enrolled in the Summer Bridge Program.
7. Mayor's Scholars Program: The President should comment on developments to fund the MSP from other sources. DLS recommends adopting committee narrative requesting a report on enrollment and the MSP.



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

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

RE: Baltimore City Community College Fiscal Year 2027 Operating Budget

Dear Chair Smith and Chair King:

Governor Moore's budget demonstrates his vision and Maryland's commitment to education and to Baltimore City Community College (BCCC). The Governor's focus on education is a testimony to his priorities which will impact the economic and workforce growth for the State. The College is dedicated to providing the students of Baltimore City and surrounding areas with affordable higher education and maintaining a steady focus on college completion, transfer preparation, and workforce training. With your support, BCCC has been deliberate in its efforts to keep tuition and fees stable and within the reach of the demographic served. BCCC remains one of the most affordable community colleges in the State with one of the lowest tuition rates. Since the Fall of 2017, the College has held the current level of tuition and offers its "in-county" tuition rate of \$110 per credit for all Maryland residents, not just Baltimore City residents.

In fiscal year (FY) 2025, BCCC awarded 355 degrees and certificates. Through its 34 degree and 19 certificate programs, the College served 6,149 credit students during FY 2025, an increase of 8% over FY 2024. In Fall 2025, BCCC's credit enrollment decreased slightly by 179 students. Enrollment for the 2026 Winter term increased by nearly 30% over the final enrollment for Winter 2025. The Spring 2026 credit enrollment is currently over 3,400 with two more sessions still registering students.

The demographic and socioeconomic characteristics make full-time enrollment challenging for the majority of BCCC's students: 49% of credit students are 25 years of age or older and 75% are employed at least 20 hours per week. Of the students who responded to the Spring 2025 Community College Survey of Student Engagement, 74% reported having children/dependents that live with them. Ongoing concerns about childcare, transportation, health care, food insecurities and housing pose consistent threats toward students completing programs of study.

BCCC has supported City Schools' Pathways in Technology Early College High Schools (P-TECH) since 2016. The College continues to enroll high school students in our associate degree programs while they complete their high school diploma. P-TECH is currently offered at Paul Laurence Dunbar High School, Carver Vocational-Technical High School, and Digital Harbor High School. P-TECH students focus on specific pathways leading to an associate degree and employment in the career field of their choice including Healthcare, Information Technology, and Transportation and Supply Chain Management.

The College continues its focus on proactive outreach and student engagement through a mix of on-campus, off-campus, and community-based activities. These efforts supported prospective students across multiple age groups, from middle school through adult learners, and reinforced BCCC's commitment to early college awareness, access, and enrollment readiness. The College is continuing to focus on



recruitment through Baltimore City middle schools and Baltimore County public high schools, as well as conducting recruitment events in other Maryland counties (i.e., Anne Arundel, Carroll County, Howard County) within the State. This aligns with the recent change in the eligibility requirements for the Mayor's Scholars Program (MSP) which allows any Baltimore City residents and recent Maryland high school graduates to be eligible to participate. The Blueprint for Maryland's Future (the Blueprint) is one of the most robust and comprehensive plans in the history of Maryland's public education system. As Public Schools officials advance the implementation of the plan, BCCC continues to collaborate as a partner.

Realignment Task 9 directed the College to address the information technology (IT) and infrastructure needs of BCCC. To improve operational efficiencies, BCCC implemented a new integrated Enterprise Resource Planning (ERP) system to replace its legacy student information and administrative platforms. The new system, Banner, has created an environment that enhances student experience and supports the College's focus on recruiting, retaining, and graduating students. The Human Resources, Student, Finance, Financial Aid, and Student Accounting modules became operational in fall 2022.

In 2025, the College expanded on the ERP project's progress by initiating additional enhancement projects across Finance & Administration, Human Resources, Student Admissions and Records, Student Accounting, Financial Aid, and State payroll data integration. Building upon the solid student learning system implemented in year one, BCCC continued to build on the Advisory Services implementation to bolster maturity of operations by concentrating on implementation of core Banner modules. Such progress includes Gross Pay and end-to-end process improvement in Human Resources and Payroll, Student registration services improvement, implementation of improved procurement life cycle and budget development planning in Finance, and Financial Aid disbursement and process improvement to bolster operational efficiency and effectiveness. These improvements have strengthened system stability, increased automation, and further supported institutional operations and student success.

Under current statute, BCCC's per FTES appropriation must be at least 68.5% of the per FTES appropriation made to selected four-year public institutions. The decreased State funding, which is proposed within the Budget Reconciliation and Finance Act (BRFA) of 2026, as introduced, includes a provision to lower the rate to 67.5%. This results in decreased anticipated revenues of \$713,762 for the first year and in subsequent years, there would be a cumulative effect. These decreases will have negative impacts on units and services that directly impact BCCC students. These units include academic support, student services, job placement, advising, and technology support. Services that would be adversely impacted include admissions, student counseling, student technology support services, disability services, and career planning. Additionally, BCCC's current vacancy rate of 28.8% (as submitted on the 12/31/25 Vacancy Report) demonstrates an operational workforce that would be further hindered and limit our ability to recruit, attract, and retain staff while also negatively impacting our community, especially local at-risk populations, underserved minorities, and 1st generation students.

While BCCC would receive an increase in FY 2027 of **\$188K** if the relevant BRFA provision passes, **(0.4%)**, this is substantially disproportional to the funding provided across Higher Education in Maryland. Surrounding institutions, Morgan State University and St. Mary's College of Maryland have proposed increases of **\$5.386M (2.6%)** and **\$3.282M (7.7%)**, respectively.

Additionally, BCCC plays a pivotal role in Baltimore's workforce needs by partnering with local businesses and industries to offer cost-effective state-of-the-art contracts and customized training, occupational training, industry certifications, and life-long learning opportunities. The central point of these efforts focuses on engaging employers, community organizations, and agencies to build a competitive workforce. If the BRFA provision is enacted, the reduced funding would threaten the work BCCC is conducting in the workforce development sector, therefore hinder BCCC's ability to address the



workforce shortage demands in Baltimore.

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

Sincerely,

Debra L. McCurdy, PhD
President

cc:

Members of the Education, Business and Administration Subcommittee

Members of the Education and Economic Development Subcommittee



Mission

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

Vision

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

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OPERATING BUDGET RECOMMENDED ACTIONS

OPERATING BUDGET SUMMARY

Key Observations

Context:

Enrollment Declines Year Over Year After Two Consecutive Years of Growth: Reemerging from the COVID-19 pandemic, BCCC experienced growth of 23.7%, (837 students) from fall 2022 to 2024. This trend reversed in fall 2025, as enrollment declined by 4.1% (179 students) year over year.

The Mayor's Scholars Program (MSP) Continues to Have Enrollment at Lower Than Historic Levels: The 2019 to 2021 cohorts had an average Summer Bridge enrollment of 378 students, but the 2022 to 2024 cohorts had an average of 192 students, despite significantly more applicants.

Comment:

Adopt committee narrative requesting a report on enrollment and the Mayor's Scholars Program.

Response:

Baltimore City Community College submitted the previously requested FY 2026 Enrollment & Mayor's Scholars Program report and adopts the Committee's narrative as noted on the Operating Budget Recommended Actions section of the FY 2027 Operating Budget Analysis. BCCC will submit the enrollment and Mayor's Scholars Report no later than December 15, 2026.

Performance Analysis: Managing for Results

Context:

As shown in Exhibit 1, after declining by 27.9% (1,371 students) from fall 2019 to 2022, total enrollment grew by 23.7% (837 students) from fall 2022 to 2024. However, enrollment declined by 4.1% (179 students) in fall 2025 compared to the prior year. At 4,196 the total enrollment is slightly higher than fall 2020. The decline in fall 2025 was driven by fewer first-time and continuing students, which comes after two consecutive years of growth among these segments. The 12.8% (130 students) decline in first-time students is the second largest in the period shown, trailing only behind fall 2020 when the COVID-19 pandemic significantly impacted enrollment. The year over year decrease of 3.2% (92 students) in continuing students in fall 2025 follows two consecutive years of growth among continuing students. Transfers were the only segment to grow year over year and increased by 61.3% (46 students). BCCC recently reported that its recruitment zones were reorganized into four areas, with one recruiter assigned to each zone. These recruiters are responsible for building ongoing relationships and continuously engaging with organizations and the community in their designated zones.

Comment:

The President should discuss the impacts of the reorganized recruitment efforts.

Response:

Baltimore City Community College (BCCC) has continued to build a comprehensive and adaptive enrollment strategy in response to shifting demographic trends, heightened statewide competition, and evolving student needs. Between Fall 2022 and Fall 2024, the College achieved a 23.7 percent increase in

enrollment, reflecting the effectiveness of its reorganized recruitment and engagement efforts, while a 4.1 percent decline in Fall 2025 (179 students) kept BCCC above its Fall 2020 baseline with 4,196 students. The Office of Admissions is now fully staffed and is preparing for the Fall 2026 cycle with open houses and other events. The Fall 2025 decline was driven primarily by reductions in first time and continuing student enrollment after two years of growth, though transfer enrollment increased by 61.3 percent.

The College is similarly intensifying efforts to reengage near-completers, students who stopped out with one year or fewer left to complete their credential aligning with national data showing that adult learners and students seeking short-term or stackable credentials are driving much of the renewed demand for community college enrollment.

BCCC is also expanding Workforce Development and Continuing Education (WDCE) partnerships, which serve as bridges from short-term training into credit pathways, and strengthening its GED-to-degree pipeline to support adult learners progressing from high school equivalency to college-level programs. engage near-completers term or stackable credentials are driving much of the renewed demand for community college enrollment.

A significant area of projected near-term enrollment growth is BCCC's expanded dual enrollment model aligned with the Blueprint for Maryland's Future. By offering developmental math and English courses to Grade 10 students who do not pass the MCAP exam, the College provides a direct readiness pathway in a district where approximately 90% of BCPSS students require remedial support, creating strong potential for increased dual enrollment as these students transition into credit coursework.

BCCC's enrollment performance in Fall 2025 occurred within a statewide environment where several Maryland institutions, both two-year and four-year, experienced enrollment declines. Among four-year public institutions, eight of 11 universities reported declines in international student enrollment between Fall 2024 and Fall 2025, totaling a net loss of 569 international students across the State. The University of Maryland College Park decreased by nearly 300 international students (-6.7%), while UMBC (-23%), Frostburg State University (-15.2%), and Salisbury University (-11%) also experienced significant reductions. These declines increase competition for in-state students and transfers further underscoring the importance of BCCC's strengthened transfer articulation strategies. Community colleges also showed uneven performance: Carroll Community College reported a 1.6% enrollment decline from Fall 2024 to Fall 2025, despite strong multiyear gains, and Allegany College of Maryland recorded a decrease from 2,785 students in Fall 2024 to 2,610 in Fall 2025, a drop of approximately 6.3%.

Context:

As shown in Exhibit 5, total education and general spending increases by \$8.1 million, or 14.8%, in fiscal 2026 compared to fiscal 2025. The following are major changes:

- an increase of \$4.8 million (28.1%) in instruction, which BCCC attributes the increase to faculty increments, promotions, and cost-of-living adjustments along with contracts and grants for instructional activity*
- an increase of \$2.1 million, or 37.7%, in academic support, which the College attributes to reaccreditation processes for academic programs, attending conferences, program approval costs for MHEC, customized developmental education courses, and contract escalators built into existing contracts;*

Comment:

The President should discuss the specific contract and grant activities that have increased in instruction, as well as which programs are in the reaccreditation process.

Response:

Within Program/Unit 01 (Instruction), serving as the core business of the College, realized operational increases year over year. As discussed previously, there have been many recruitment and retention initiatives to achieve enrollment goals, resulting in additional expenses. Since the number of credit course sections increased, additional costs would also increase. Due to the COVID-19 pandemic, many programs in Workforce Development and Continuing Education were paused previously, including construction, CDL, warehousing, refugee youth/asylees and community-based programs. These programs are fully operational. Additionally, as instruction costs increase, corresponding scholarships are realized proportionately by the College. Additional allocation of Promise Scholarship funding and SSS programs increased in FY26.

The College hosted its institutional accreditation visit April 28-May 1, 2024, and BCCC's accreditation was successfully reaffirmed by the Middle States Commission on Higher Education (MSCHE) in the fall of 2024. The College's next comprehensive reaffirmation Self-Study evaluation is scheduled for 2031-2032. In November 2024, the Accreditation Council for Business Schools and Programs (ACBSP) fully reaffirmed the five programs: Accounting AAS, Business Administration AS, Business (Management Area of Concentration) AAS, Business (Marketing Area of Concentration) AAS, and Computer Information Systems AAS degree programs. In October 2024, the Board of Commissioners of the Accreditation Commission for Education in Nursing (ACEN) granted continuing accreditation with conditions to the nursing program. The ACEN follow-up visit occurred February 17-18, 2026. The Commission on Accreditation in Physical Therapy Education (CAPTE) granted continued accreditation in April 2025 regarding the College's Physical Therapist Assistant education program with the next site visit planned for fall 2028. The next site visit from the Commission on Dental Accreditation (CODA) for the College's accredited Dental Hygiene program scheduled for spring 2030. The Committee on Accreditation for EMS Professions (CoAEMSP) will hold its next site visit for the accredited EMS programs in 2029. The Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) will schedule its next site visit for Fall 2028 – Spring 2029 for the College's Health Information Technology program. The Commission on Accreditation for Respiratory Care (CoARC) will hold its next site visit in Spring 2028 for BCCC's accredited Respiratory Care program. Annual reporting requirements and fees are associated with each of the individual academic program accreditations.

FY2027 Proposed Budget

Context:

Exhibit 10 shows BCCC's funding in the fiscal 2027 allowance. After accounting for the contingent reduction, general funds increase by 0.4% (\$188,293) compared to the fiscal 2026 working appropriation. In fiscal 2026, BCCC used \$9 million in PAYGO funding from the institution's fund balance for deferred maintenance. Excluding the one-time PAYGO funding, total funds increase by 0.2% (\$149,653) year over year. In each of fiscal 2026 and 2027, BCCC reports the restricted fund appropriation includes \$1.0 million in State special funds; however, BCCC has not explained the source of these special funds, as no State special funds have been appropriated to BCCC.

Comment:

The President should discuss the source and uses of the \$1.0 million in State special funds included in the restricted fund appropriation.

Response:

Special funds consist of revenues collected by the State, the use of which is statutorily limited to certain purposes. The designated line item 'State Special Funds Restricted' was first requested and adopted in

the FY2026 Allowance Submission (Fall 2024). Under Maryland Code, Education § 16-512, beginning on July 1, 2006, the City of Baltimore shall be responsible for providing at least \$1,000,000 in each fiscal year to support education at the College. Of this amount, in each fiscal year, at least \$400,000 shall be expended and administered by the College for student tuition reimbursement or scholarships to attend classes at the College; and the remaining balance shall be expended in a manner consistent with the educational mission of the College.

In accordance with Maryland Education Article §16-512 and the College's mission to maximize access and affordability for Baltimore City residents, BCCC allocates the \$1.0 million provided by Baltimore City as follows.

- **\$600,000 – General Operating Support**

This portion supports the College's educational operations and student-serving infrastructure. It supplements BCCC's operating budget in areas aligned with statutory intent, including student engagement, instructional support, and institutional services that enhance access and completion.

- **\$400,000 – Student Scholarships**

As required by §16-512, a minimum of \$400,000 must be allocated to tuition reimbursements and scholarships. The College distributes these funds as follows:

- **\$100,000 – Athletic Scholarships**

Supports recruitment and retention of student-athletes, enabling participation in NJCAA-recognized programs and expanding pathways for students to access higher education through athletics.

- **\$300,000 – Institutional Scholarships**

This funding is essential in expanding access to higher education for Baltimore City residents and supporting student success and completion. Uses include:

- **Mayor's Scholars Program (MSP)**

Funds support MSP students whose tuition and fees are not fully covered by federal or State financial aid, ensuring that last-dollar cost gaps do not prevent enrollment, retention, or completion.

- **Dual Enrollment – Baltimore City Public Schools Students**

BCPSS dual-enrollment students receive scholarships covering the required remaining 25% of tuition, ensuring equitable access to early college opportunities for City students, consistent with State and local Blueprint for Maryland's Future objectives.

- **Dual Enrollment – Parallel Program (Non-BCPSS, private, and homeschool students)**

Students enrolled through the Parallel program who can earn high-school and college credit simultaneously receive a 25% tuition discount, expanding access to early college across a broader population of Baltimore City youth.

- **Completion Support for Students with Current Outstanding Balances**

A portion of the institutional scholarship allocation is used to assist students whose current term balances would otherwise prevent registration, progression, or graduation. Removing these barriers is critical to supporting retention, completion, and rapid reengagement of near completers.

The \$1.0 million in special funds are deployed strategically to strengthen affordability, increase access to early college opportunities, support key programs such as the Mayor's Scholars Program, and remove financial barriers that can impede student completion. In doing so, BCCC fulfills both the legislative intent of §16-512 and its mission to expand educational opportunity, workforce preparation, and economic mobility for Baltimore City residents.



FY2027 Proposed Budget Context:

As of December 31, 2025, BCCC had a vacancy rate of 28.8% or 126 positions, which is 89.03 more vacant positions than would be needed to meet its budgeted turnover rate. As of December 31, 2024, BCCC had 140.0 vacant positions and a 32.0% vacancy rate.

Comment:

The President should comment on the continued high vacancy rate, efforts to reduce vacant positions, and the effect that the vacancies are having on the college's ability to meet its goals

Response:

Several factors contributed to the 28.8% vacancy rate. Retirements and resignations continue to play a significant role in the elevated vacancy rate. BCCC has strategically committed to filling critical leadership and student-centric positions to drive the College forward. These positions include the Vice President for Finance/Chief Financial Officer, Chief Information Officer, Deputy Chief Information Officer, Director of Budgets, Director of Student Success Center, Dean of Enrollment and Outreach, Assistant Dean for Admissions and Recruitment, Associate Bursar, Associate Dean for the School of Arts and Social Sciences (SASS), and Dean for SASS. To support student success, BCCC has recognized a 100% fill rate of Academic Advisors, as well as the Transfer & Articulation Coordinator, and three Financial Aid Specialists. To support faculty and staff, Human Resources (HR) has realized a 100% fill rate to include nine positions, including the leadership positions of the Assistant Vice President for HR, Payroll Manager, and Assistant Director of Employee and Labor Relations.

According to the Bureau of Labor Statistics, as of December 31, 2025, the national unemployment rate was at 3.9%, which equates to approximately 6.5 million job openings. While Maryland ranked 26th in the United States with an unemployment rate of 4.2%, it has been reduced since the State's peak unemployment rate of 9.0% in April 2020. BCCC remains committed to reducing the College's vacancy rate, as evidenced by a 3.2 percentage point reduction in the vacancy rate at that point in time on December 31, 2024.

Our new Applicant Tracking System, NeoGov/ED has two main modules: the Manager Self-Service and Onboarding/Offboarding processes will bring much needed efficiency to Human Resources. The Manager Self-Service module will increase our ability to expedite the recruitment and hiring processes without sacrificing the integrity of the application evaluation process for required minimum qualifications.

The BCCC Board of Trustees have been 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. This Strategic Plan Framework outlines three (3) major goals (*Delivering Our Promise, Aligning Our Strengths, Expanding Our Reach*) 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 Framework is intentionally designed to align with key state and accreditation planning efforts, ensuring that the College's priorities advance both institutional goals and statewide objectives for higher education.

Mayor's Scholars Program

Context:

*As shown in **Exhibit 11**, the 2018 to 2021 cohorts had between 810 to 1,160 applications and 321 to 429 students enroll in the Summer Bridge Program. Applications for the 2022 cohort increased by 58.3% (676) compared to the 2021 cohort, but only 182 students enrolled, a decrease of 43.3% (139). Despite a decline in the number of applications of 15.1% (278) with the 2023 cohort, the number of applications remained above the levels between the 2018 and 2021 cohorts. However, only 180 students enrolled in the program, which is 52.1% below the average number of enrollments in the 2018 to 2021 cohorts. The yield rate peaked at 53.0% with the 2019 cohort and declined each year until bottoming out at 9.9% with the 2022 cohort. Since the 2022 cohort, the yield rate has increased slightly. Compared to the 2023 cohort, the 2024 cohort had a 10.2% (159) increase in the number of applicants and a 18.9% (34) increase in the number of enrollments.*

Comment:

The President should discuss why despite higher than historical levels of applications in the 2022 to 2024 cohorts only a small percentage of applicants enrolled in the Summer Bridge Program.

Response:

Baltimore City Community College experienced a substantial increase in applications to the Mayor's Scholars Program (MSP), demonstrating both strong student interest and the effectiveness of recent recruitment enhancements. However, actual enrollment yielded lower-than-anticipated results. Follow-up conversations with a sample of admitted students revealed two primary drivers of this gap. First, many students indicated a financial need to pursue full-time summer employment, prioritizing immediate income over participation in the Summer Bridge program. Second, several students reported personal or family obligations that led them to defer their start until Fall 2025 rather than begin during the summer.

Although interest in the MSP remained high, these findings underscore the impact of financial pressures, household responsibilities, and timing constraints on student decision-making. In response, BCCC refined its recruitment strategy to more intentionally emphasize the benefits of the MSP Summer Bridge program particularly the availability of a stipend and the convenience of a local, accessible learning environment designed to reduce financial and logistical barriers. Additionally, the College is planning and promoting College Fairs in March and April 2026 to engage prospective MSP applicants earlier in their decision cycle, provide timely information, and secure stronger early commitments for the upcoming cohort.

Mayor's Scholars Program

Context:

*MSP is a last dollar program meant to supplement other financial awards, and BCCC has disbursed \$8.7 million to MSP students since 2018 (this includes other aid besides MSP). **Exhibit 13** shows each cohort's total financial award and the corresponding average award for year one. The amount of total aid is associated with the size of the cohort. The 2019 cohort had the most students (429) and had the most total aid, while the 2022 cohort had the fewest students (180) and the lowest total aid for the period shown. The average award has varied from \$593 in the 2020 cohort to \$2,850 in the 2023 cohort. Following the lowest average award in the 2020 cohort, average awards increased rapidly culminating with the 2023 cohort who had an average award of \$2,850. From the 2020 to the 2023 cohort, the average award more than tripled, increasing by \$2,257. The 2024 cohort (214 students), however, had a decline in the average award of 59.4% (\$1,694) to \$1,156 compared to the 2023 cohort's (180 students) average award of \$2,850. This is due to Baltimore City phasing out its funding for the MSP program,*

which received no funding from the city in fiscal 2025, and coincides with the 2024 cohort. BCCC has reported it will use fund balance, federal and State grants, and institutional funding to continue the program. Additionally, the college reported that it was looking into philanthropic sources and other partners throughout Maryland to secure more funding.

Comment:

The President should comment on developments to fund the MSP from other sources. DLS recommends adopting committee narrative requesting a report on enrollment and the MSP.

Response:

The Mayor's Scholars Program has been funded through the Board of Estimates Fund, federal and State grants, and institutional funding. Aspects of the Program continue to receive support from the City through the Mayor's Office of Employment Development (i.e. Youth Works, Summer Meals Program). Like most tuition-free college programs, the College is working to secure funding through philanthropic sources, including the Baltimore City Community College Foundation, corporate, and individual contributions. The College is looking to expand the name to a "City Scholars" designation to include the City and other industry partners throughout Maryland.

The Grants Office will lead efforts to secure new funding for the Mayor's Scholars Program (MSP) to enhance any support from Baltimore City. The College will seek funding from the private businesses and companies whose focus on educational access and community strength complements the College's goals. The Grants Office and the Foundation will pursue additional philanthropic, corporate, foundation, state, and federal grants to sustain the program.

With the shift in City-level funding, our strategy focuses on the following.

- Replacement Funding: Actively working to raise private capital to cover tuition and fees that were previously subsidized, ensuring the "promise" made to these students remains unbroken.
- (Concept) The "14 Districts, 14 Dreams" Initiative: A localized pilot project creating dedicated scholarships for each of Baltimore's 14 City Council districts. This ensures that every neighborhood—from Cherry Hill to Lauraville—has a protected pathway to higher education.
- Corporate Workforce Pipelines: Partnering with Baltimore-based firms (in Healthcare, Cyber Security, and Construction) to fund scholarships that transition students directly from BCPSS to high-wage local careers.

Per DLS' recommendation, Baltimore City Community College submitted the previously requested FY 2026 Enrollment & Mayor's Scholars Program report and adopts the Committee's narrative as noted on the Operating Budget Recommended Actions section of the FY 2027 Operating Budget Analysis. BCCC will submit the enrollment and Mayor's Scholars Report no later than December 15, 2026.

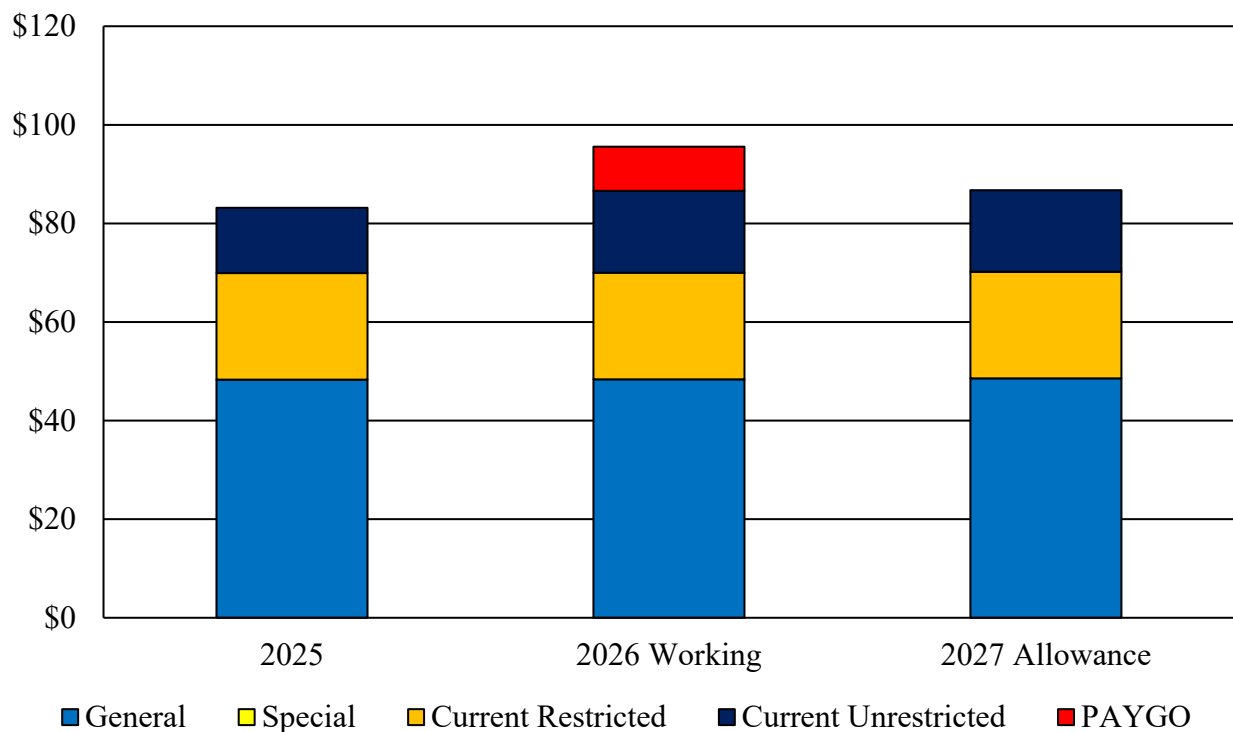
R95C00
Baltimore City Community College

Executive Summary

Baltimore City Community College (BCCC) is a State-sponsored, comprehensive, degree-granting community college with five learning sites in Baltimore City. BCCC offers 34 associate degree programs and 19 certificates in high-demand fields.

Operating Budget Summary

**Fiscal 2027 Budget Decreases \$8.9 Million, or 9.3%, to \$86.7 Million
(\$ in Millions)**



Note: The fiscal 2027 allowance accounts for contingent reductions. The fiscal 2027 statewide salary adjustments are centrally budgeted in the Department of Budget and Management and are not included in this agency's budget.

- BCCC's fiscal 2027 allowance decreases by \$8.9 million in total funds, which is driven by removal of a one-time \$9.0 million pay-as-you-go (PAYGO) appropriation supported by the institution's fund balance in fiscal 2026. Excluding PAYGO funding, the fiscal 2027 allowance increases by \$149,653, after accounting for a contingent reduction.

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- State support through BCCC’s funding formula increases by \$886,807 in the fiscal 2027 allowance before the contingent reduction. Language in the fiscal 2027 budget reduces general funds by \$713,762 contingent on the enactment of legislation reducing BCCC’s full-time equivalent student (FTES) funding formula percentage from 68.5%, to 67.5% of FTES funding at selected four-year institutions.

Key Observations

- ***Enrollment Declines Year Over Year After Two Consecutive Years of Growth:*** Reemerging from the COVID-19 pandemic, BCCC experienced growth of 23.7%, (837 students) from fall 2022 to 2024. This trend reversed in fall 2025, as enrollment declined by 4.1% (179 students) year over year.
- ***The Mayor’s Scholars Program (MSP) Continues to Have Enrollment at Lower Than Historic Levels:*** The 2019 to 2021 cohorts had an average Summer Bridge enrollment of 378 students, but the 2022 to 2024 cohorts had an average of 192 students, despite significantly more applicants.

Operating Budget Recommended Actions

1. Adopt committee narrative requesting a report on enrollment and the Mayor’s Scholars Program.

R95C00
Baltimore City Community College

Operating Budget Analysis

Program Description

BCCC is a State-sponsored, two-year degree-granting college. BCCC offers both credit and continuing education training programs and courses, as well as extensive outreach for educational opportunities. The college's Workforce Development and Continuing Education Division works in partnership with local businesses, government agencies, and institutions offering contract customized training, apprenticeships, and other industry-related programs contributing to Baltimore's economic development initiatives. The college's administrative and academic control differs from other community colleges in the State since there is minimal local funding. Baltimore City must provide at least \$1,000,000 annually to support education at BCCC, and at least \$400,000 of that amount must be allocated to tuition reimbursements and scholarships.

Carnegie Classification: Public Professions-focused Associate Large/Medium

Fall 2025 Undergraduate Enrollment Headcount		Proposed Fiscal 2027 In-state Tuition Fees (Per Credit*)	
Male	1,126	Undergraduate Tuition	\$110
Female	2,739	Mandatory	62
Nonbinary/Prefer Not to Disclose	331		
Total	4,196		
Fall 2025 New Students Headcount		Campus (Main Campus)	
First-time	885	Acres	38.825
Transfers/Others	3,311	Buildings	11
		Average Age	1996
Total	4,196	Oldest	1965
Programs		Degrees Awarded (2024-2025)	
Certificate	19	Certificate	86
Associate	34	Associate	269
		Total Degrees	355

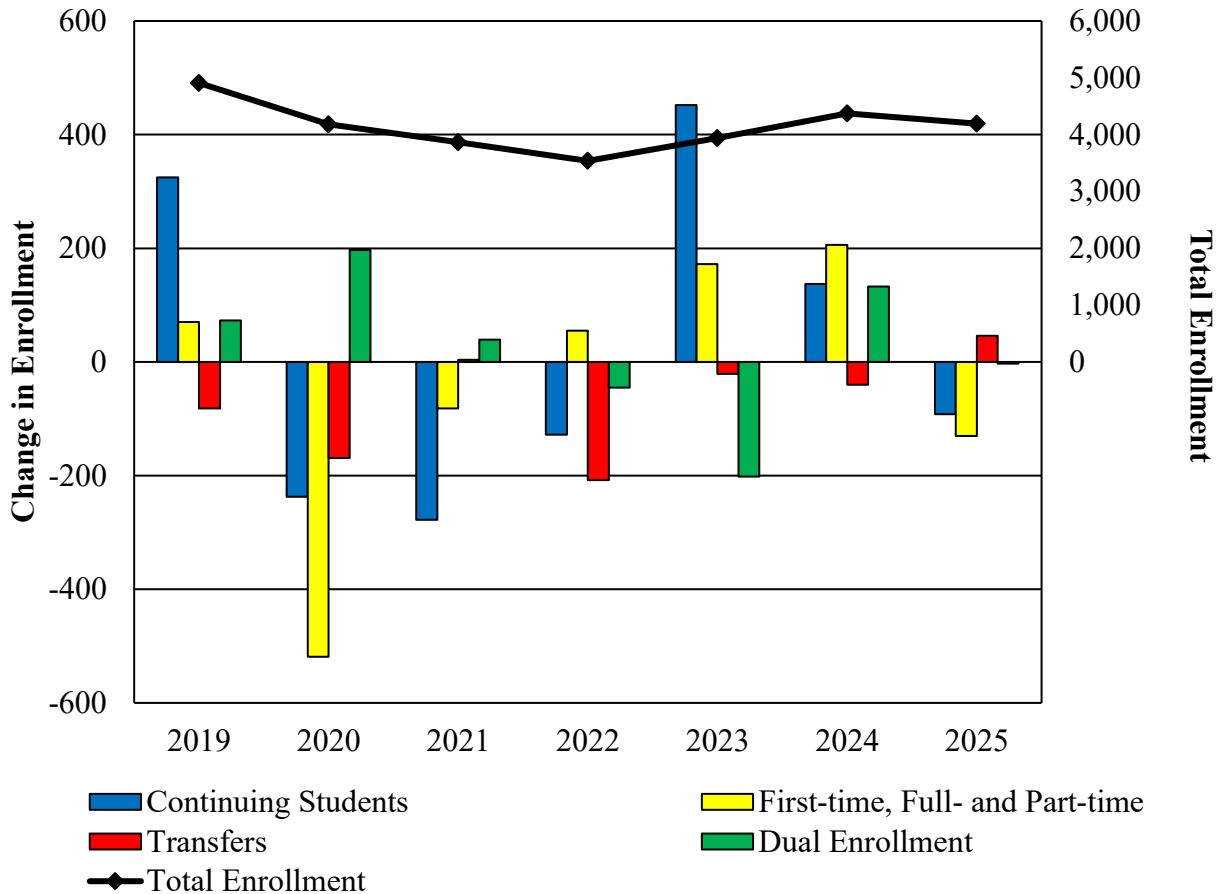
*Contingent on Board of Trustees approval

Performance Analysis: Managing for Results

1. Enrollment

As shown in **Exhibit 1**, after declining by 27.9% (1,371 students) from fall 2019 to 2022, total enrollment grew by 23.7% (837 students) from fall 2022 to 2024. However, enrollment declined by 4.1% (179 students) in fall 2025 compared to the prior year. At 4,196 the total enrollment is slightly higher than fall 2020. The decline in fall 2025 was driven by fewer first-time and continuing students, which comes after two consecutive years of growth among these segments. The 12.8% (130 students) decline in first-time students is the second largest in the period shown, trailing only behind fall 2020 when the COVID-19 pandemic significantly impacted enrollment. The year over year decrease of 3.2% (92 students) in continuing students in fall 2025 follows two consecutive years of growth among continuing students. Transfers were the only segment to grow year over year and increased by 61.3% (46 students). BCCC recently reported that its recruitment zones were reorganized into four areas, with one recruiter assigned to each zone. These recruiters are responsible for building ongoing relationships and continuously engaging with organizations and the community in their designated zones. **The President should discuss the impacts of the reorganized recruitment efforts.**

Exhibit 1
Change in Enrollment by Category
Fall 2019-2025



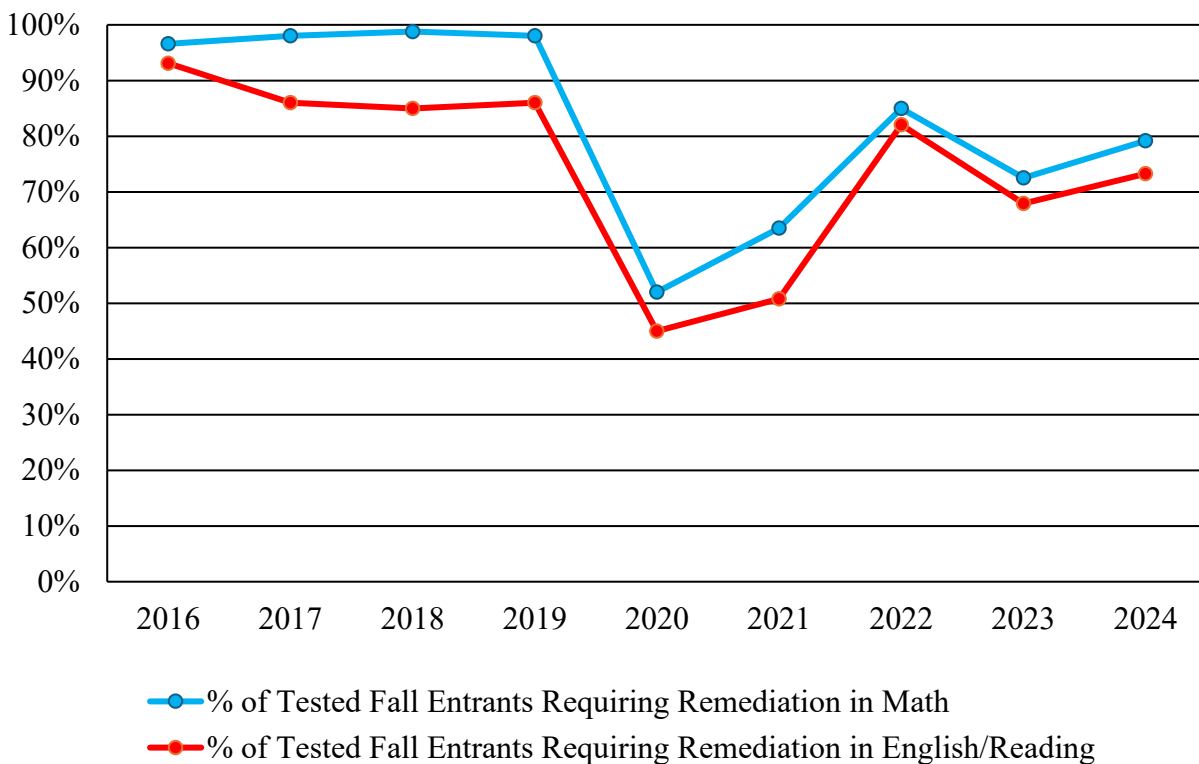
Source: Baltimore City Community College

2. Fall Entrants Requiring Remediation

As shown in **Exhibit 2**, from fall 2016 to 2019, at least 97% of tested entrants required remediation in math, and at least 85% required remediation in English/reading. Between fall 2019 and 2020, those requiring remediation in math decreased by 46 percentage points to 52%, and those requiring remediation in English/reading declined by 41 percentage points to 45%. BCCC reports this large decline was due to measuring remediation differently during virtual learning that occurred during the pandemic. Prior to online learning being implemented in fall 2020, the most common remediation measure was performed in person using the Accuplacer placement test. Once

online learning began in fall 2020, the college used a variety of methods to determine a fall entrant's remediation status, including SAT and ACT test scores, high school transcripts, and alternative placement exams conducted online. Fall 2021 was the only other year that measured remediation using the new method, and entrants requiring remediation increased by 12 and 6 percentage points for math and English/reading, respectively. As the Accuplacer placement test resumed being primary method to determine remediation needs in fall 2022, the percentage of students requiring remediation in math increased by 21 percentage points to 85%, and the percentage requiring remediation in English/reading increased by 31 percentage points to 81%. In fall 2023, the percentage of students requiring remediation decreased year over year before increasing in fall 2024 to 79% for math and 73% for English/reading, which are below historical levels.

Exhibit 2
Percentage of Tested Fall Entrants Requiring Remediation
Fall 2016-2024



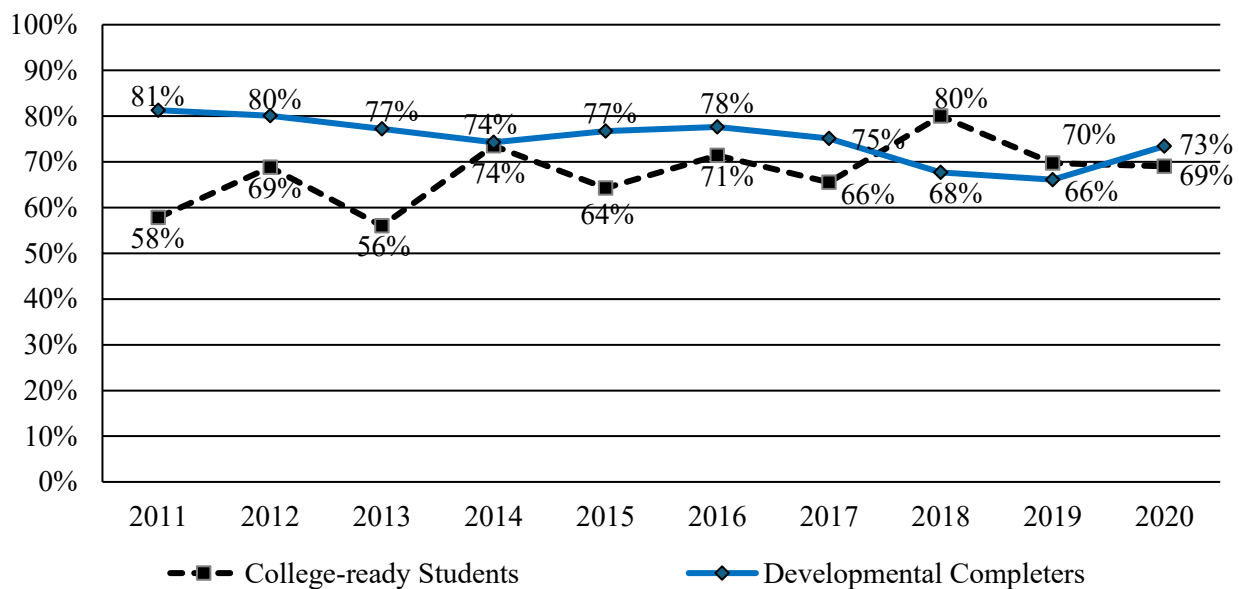
Source: Baltimore City Community College

3. Successful Persister Rates Increase for Developmental Completers

While the standard measure of success at public four-year institutions is graduation, Maryland community colleges instead use the successful persister rate. This is because community college students are more likely to have work and family commitments than students at traditional four-year colleges, or they may be working toward a certificate rather than a degree. Such students are more likely to be enrolled part-time or even stop-out for a period of time. The average community college student also tends to be somewhat older than the average student at four-year institutions, and BCCC students in particular tend to face greater economic challenges than students at other community colleges in Maryland.

A successful persister is a student who is a first-time, fall entrant who attempts 18 or more credit hours during their first two years, who graduated with an associate degree or certificate and/or transferred, earned at least 30 credits with a cumulative GPA of 2.0 or higher within four years after entry, or was still enrolled after four years. **Exhibit 3** shows the persister rates for college-ready students and developmental course completers. Developmental courses are required to be completed prior to a student being eligible to enroll in other courses. Students who completed developmental courses have historically had higher persister rates than college-ready students, but this changed with the 2018 cohort as college-ready students persisted at a higher rate. College-ready students also persisted at a higher rate in the 2019 cohort, but developmental completers eclipsed them by 4 percentage points in the 2020 cohort.

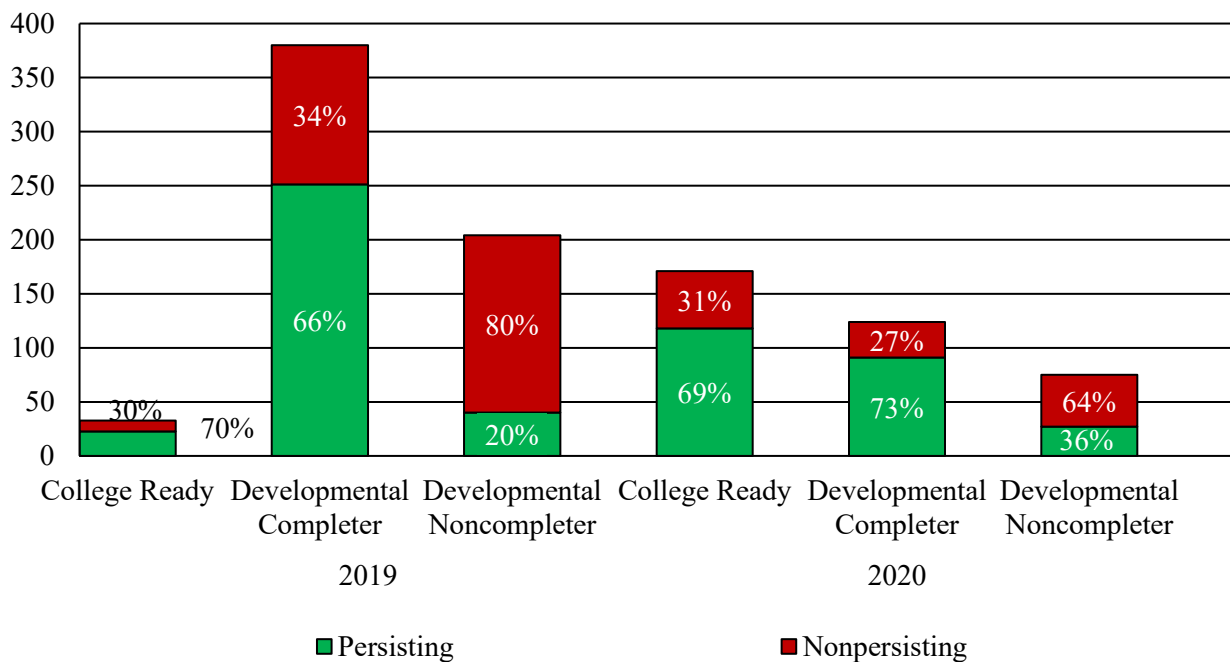
Exhibit 3
Successful Persister Rates
Fall 2011-2020



Source: Maryland Higher Education Commission Degree Progress Analysis Dashboard

Persister rates for college-ready students and developmental completers far exceed the rates for developmental noncompleters, as shown in **Exhibit 4**. This data comes from the Maryland Higher Education Commission (MHEC) Degree Progress Analysis Dashboard, which tracks first-time, full- and part-time students over four years who attempted at least 18 credit hours within two years of enrollment. Developmental noncompleters had a 20% persister rate in the 2019 cohort, which improved to a rate of 36% in the 2020 cohort. The 2019 cohort (617 students) also was significantly larger than the 2020 cohort (370 students). Persister rates among developmental completers increased by 7 percentage points in the 2020 cohort to 73%. The shift from conducting primarily in-person Accuplacer placement tests in fall 2019 to new methods in fall 2020 explains the shift in proportions between each segment year over year. In fall 2019, only 5.3% of the cohort were college-ready, while 61.6% were developmental completers. In fall 2020, 46.2% were deemed college-ready, while only 33.5% were developmental completers. Additionally, in fall 2019, 33.1% of the cohort were developmental noncompleters but only 20.3% were in the fall 2020 cohort. Compared to prior fall cohorts, considering much less of the 2020 cohort was proportionally placed into developmental courses due to the pandemic-era change in measurement (thus, a larger proportion was deemed college-ready), the percentage of college-ready persisters is notable because many more students were in that segment than usual.

Exhibit 4
Persisting and Non-persisting Students at Baltimore City Community College
2019-2020 Cohorts



Source: Maryland Higher Education Commission Degree Progress Analysis Dashboard

Education and General Expenditures

Since tuition and fee revenue in the allowance is based on enrollment projections, increases and decreases in enrollment have a significant effect on an institution's revenues. Therefore, looking at the changes of expenditures by program area between fiscal 2025 and 2026, (when institutions know their fall enrollment), provides a more accurate picture of funding priorities. As shown in **Exhibit 5**, total education and general spending increases by \$8.1 million, or 14.8%, in fiscal 2026 compared to fiscal 2025. The following are major changes:

- an increase of \$4.8 million (28.1%) in instruction, which BCCC attributes the increase to faculty increments, promotions, and cost-of-living adjustments along with contracts and grants for instructional activity;
- an increase of \$2.1 million, or 37.7%, in academic support, which the college attributes to reaccreditation processes for academic programs, attending conferences, program approval costs for MHEC, customized developmental education courses, and contract escalators built into existing contracts;
- an increase of \$1.6 million, or 16.0%, in operation of maintenance and plant to support deferred maintenance;
- an increase of \$0.8 million, or 13.1%, in student services, which BCCC indicates is due to several leadership positions being filled, new positions being created, and additional recruiters being hired; and
- a decrease of \$1.1 million, or 6.4%, in institutional support, which BCCC reports that this is due to vacancy savings.

Exhibit 5
Budget Changes for Unrestricted Funds by Program
Fiscal 2025-2026
(\$ in Thousands)

	<u>2025</u>	<u>2026</u>	<u>2026-2027</u>	<u>2026-2027</u>
Expenditures	<u>Actual</u>	<u>Working</u>	<u>\$ Change</u>	<u>% Change</u>
Instruction	\$16,902	\$21,655	\$4,753	28.1%
Academic Support	5,472	7,537	2,065	37.7%
Student Services	5,933	6,711	778	13.1%
Institutional Support	16,674	15,609	-1,065	-6.4%
Operation and Maintenance of Plant	9,755	11,316	1,560	16.0%
Scholarships and Fellowships	4	15	10	

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	2025	2026	2026-2027	2026-2027
	<u>Actual</u>	<u>Working</u>	<u>\$ Change</u>	<u>% Change</u>
E&G Total	\$54,741	\$62,843	\$8,102	14.8%
Auxiliary Enterprises	\$6,761	\$2,143	-\$4,619	-68.3%
Total Expenditures	\$61,502	\$64,985	\$3,483	5.7%
Revenues				
Tuition and Fees	\$13,415	\$12,583	-\$832	-6.2%
State Funds	48,280	48,367	87	0.2%
Other	2,364	1,535	-829	-35.1%
Total E&G Revenues	\$64,059	\$62,485	-\$1,574	-2.5%
Auxiliary Enterprises	\$4,956	\$3,204	-\$1,753	-35.4%
Transfer to/from Fund Balance	-7,513	-703	6,810	-90.6%
Available Unrestricted Revenues	\$61,502	\$64,985	\$3,483	5.7%

E&G: Education and General

Source: Governor's Fiscal 2027 Budget Books

The President should discuss the specific contract and grant activities that have increased in instruction, as well as which programs are in the reaccreditation process.

Auxiliary enterprise expenditures exceeded auxiliary enterprise revenue in fiscal 2025. Auxiliary enterprise revenue decreases by \$1.8 million, or 35.4%, year over year, and BCCC reports this is due to converting the college's bookstore from being owned by BCCC to a third-party vendor. BCCC forecasts the loss in revenue will result in a net-gain from decreased expenses.

BCCC's Funding Formula

Chapters 568 and 569 of 1998 established a funding formula for BCCC, which was enhanced in fiscal 2006 and has been further revised several times since then, most recently in the 2024 session. Prior to Chapter 717 of 2024, (Budget Reconciliation and Financing Act (BRFA)) the formula based per student funding on a set statutory percentage of current year State appropriations per FTES at the selected four-year institutions. Chapter 717 changed the formula to instead use the actual expenditures and FTES from the second prior year at the selected four-year institutions for the State appropriations per FTES. As shown in **Exhibit 6**, general funds under the formula increase by \$886,807. The increase results from higher enrollment used for the funding formula (3,536) based on the fiscal 2025 actual enrollment compared to the enrollment used in the formula development for fiscal 2026 (2,040) and a higher level of State support per FTES at the

selected institutions upon which the formula is based. The combination of these changes results in the BCCC funding formula exceeding the hold harmless amount for the first time since fiscal 2014.

Exhibit 6
BCCC Funding Formula
Fiscal 2026-2027

	<u>2026</u> <u>Working</u>	<u>2027</u> <u>Allowance</u>	<u>2026-2027</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
State Formula Aid Per FTES at BCCC				
State Support Per FTES at Selected Four-year Public Institutions	\$19,570	\$20,186	\$616	3.1%
Statutory Formula Percentage	68.5%	68.5%		
BCCC Aid Per FTES	\$13,345	\$13,827	\$482	3.6%
Formula for BCCC				
Aid Per FTES	\$13,345	\$13,827	\$482	3.6%
Second-year Prior FTES	2,040	3,536	489	16.1%
State Formula Aid to BCCC	\$40,656,868	\$48,892,647	\$8,235,778	20.3%
Hold Harmless	7,348,972		-7,348,972	-100.0%
Formula Subtotal	\$48,005,840	\$48,892,647	\$886,807	1.8%
English for Speakers of Other Languages Grant	\$361,248	\$376,496	\$15,248	4.2%
Total	\$48,367,088	\$49,269,143	\$902,055	1.9%
Total State General Funds	\$48,367,088	\$49,269,143	\$902,055	1.9%

BCCC: Baltimore City Community College
FTES: full-time equivalent student

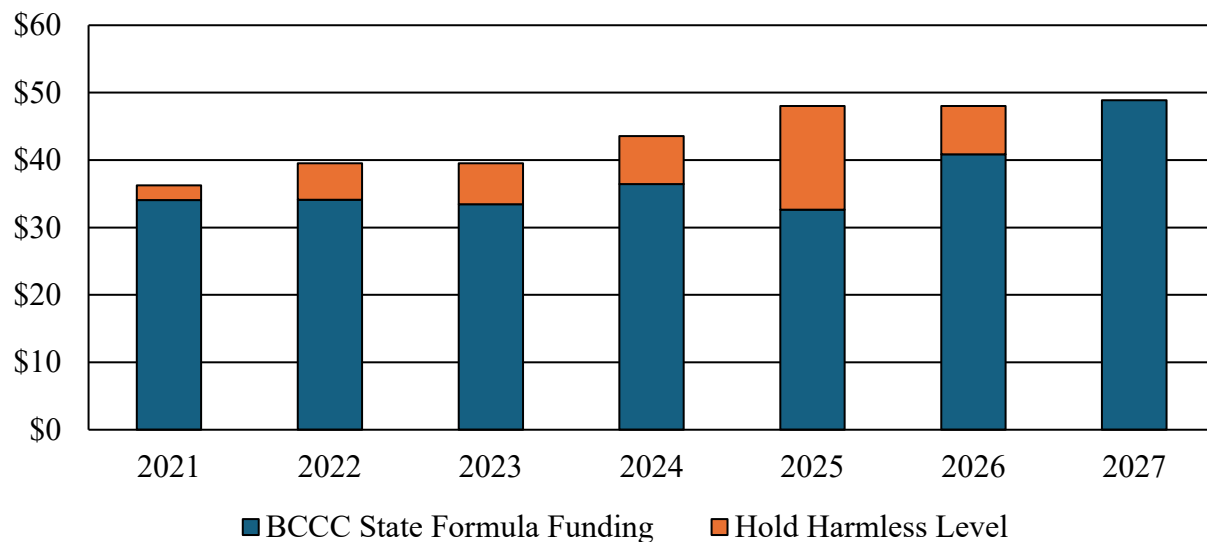
Note: Numbers may not sum due to rounding. Fiscal 2026 funding formula reflects the enrollment used for the development of the fiscal 2026 budget.

Source: Department of Budget and Management; Department of Legislative Services

BCCC reports that the FTES count that should have been used for fiscal 2026 was 3,047 rather than 2,040, however, BCCC inadvertently excluded eligible noncredit enrollment from the count. The Department of Legislative Services (DLS) estimates that BCCC would have received the hold harmless level in fiscal 2026 even under the correct count, though the gap between formula funding and the hold harmless level would have been narrower. The English for Speakers of Other Languages (ESOL) funding also increases in fiscal 2027, with an increase of 4.2% (\$15,248), due to an additional 19 ESOL students year over year.

Exhibit 7 shows the composition of total funding between the formula funding and hold harmless provision for the correct number of FTES in each year. As FTES enrollment used in the funding formula decreased each year from fiscal 2021 to 2025, the hold harmless component increased in size. Also contributing was growth in hold harmless levels due to statewide salary adjustments budgeted directly within the BCCC appropriation in some years. In fiscal 2021, the hold harmless portion was 6.0% of the State funding under the formula that grew to 32.0% in fiscal 2025. Using the FTES enrollment that the funding formula was based on, the hold harmless funding increased overall from \$6.1 million in fiscal 2023 to \$20.7 million in fiscal 2026. However, if the corrected FTES count was used, the hold harmless level would have fallen from \$15.3 million in fiscal 2025 to \$7.2 million in fiscal 2026. FTES enrollment in fiscal 2025 grew by 16.1% year over year (the FTES enrollment upon which fiscal 2027 funding is based), which brings BCCC out of hold harmless for the first time since fiscal 2014.

Exhibit 7
Composition of Funding, Using Corrected FTES Counts
Fiscal 2021-2027
(\$ in Millions)



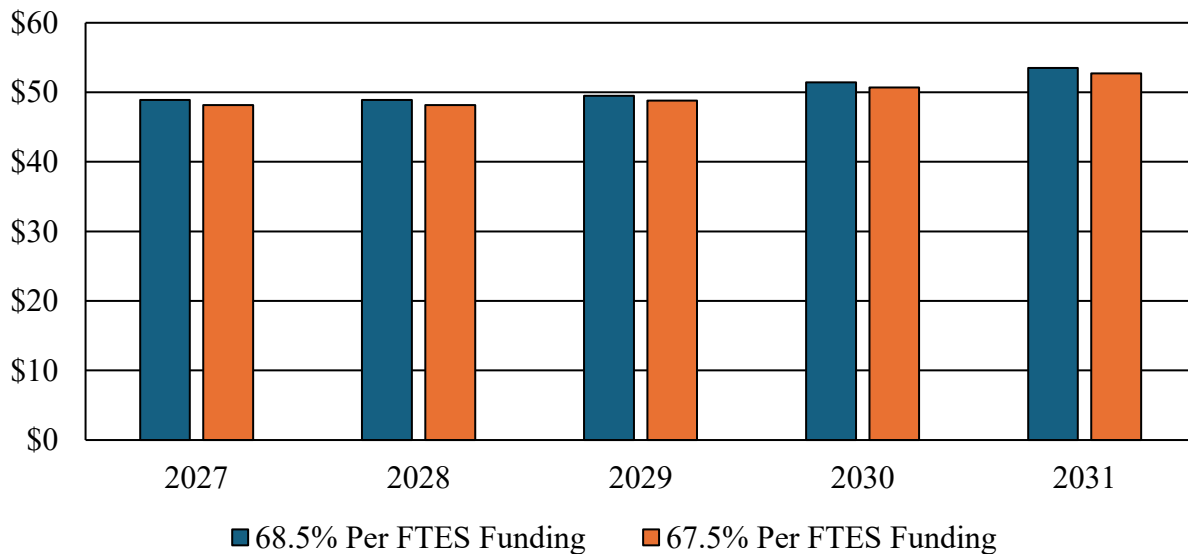
BCCC: Baltimore City Community College
FTES: full-time equivalent student

Source: Department of Legislative Services

Budget Reconciliation and Financing Act

Under current law, BCCC's per FTES appropriation must be at least 68.5% of the per FTES appropriation made to selected four-year public institutions. The BRFA of 2026, as introduced, includes a provision to lower this rate to 67.5% beginning in fiscal 2027. Language in the fiscal 2027 Budget Bill reduces \$713,672 in general funds and the equivalent amount of current unrestricted funds contingent on this provision. **Exhibit 8** shows the funding under the formula under current law compared to the funding provided under the proposed level. In fiscal 2027, formula funding decreases by 1.5% (\$713,762) compared to fiscal 2026 due to the contingent reduction. Based on the forecast, which assumes FTES growth of 0.5% each year and a lower per FTES funding of selected four-year institutions used for the fiscal 2028 formula, the formula would result in a decrease in fiscal 2028 under both current law and the proposed level in the BRFA. However, the hold harmless provision would maintain the BCCC funding at the fiscal 2027 level in that year under both current law and the proposed level in the BRFA. Funding under the BRFA provision is forecast to be between \$700,000 and \$800,000 lower than current law in each year through fiscal 2031. The total forecasted reduction in funding due to the BRFA provision through fiscal 2031 is \$3,682,205.

Exhibit 8
Formula Funding with Contingent Reduction
Fiscal 2027-2031 Est.
(\$ in Millions)

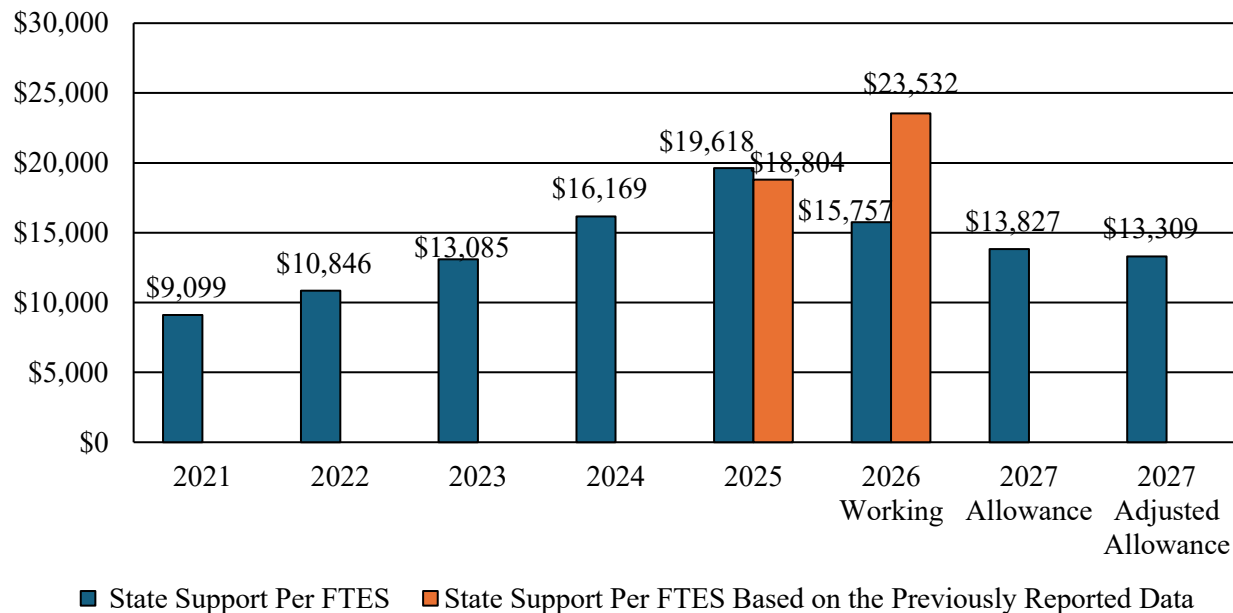


FTES: full-time equivalent student

Source: Governor's Fiscal 2027 Budget Books; Department of Legislative Services

Exhibit 9 shows the per FTES funding from fiscal 2021 to the fiscal 2027 allowance and the level in fiscal 2027 if the provision in the BRFA is adopted. State support per FTES increased each year from fiscal 2021 to 2025, with per FTES support increasing by 115.6% (\$10,519) over that span. This corresponded with declining enrollment during the pandemic and spending increases associated with BCCC's share of statewide salary increases and the hold harmless protection. Additionally, the BCCC share (68.5%) of the State support per FTES at selected four-year institutions increased from \$13,254.76 to \$19,482.14 from fiscal 2021 to 2025, an increase of 47.0% (\$6,227.38), which contributed to higher per FTES funding at BCCC. FTES enrollment increased from 2,447 in fiscal 2025 to 3,047 in fiscal 2026 (based on BCCC's corrected figures) resulting in the 19.7% (\$3,860) year-over-year decline in per FTES funding. Incorrect actual FTES counts for the funding formula were reported by BCCC for fiscal 2025 and 2026, which would have indicated State support per FTES funding increased between those years.

Exhibit 9
Updated Historical Funding Per FTES
Fiscal 2021-2027



FTES: full-time equivalent student

Note: The fiscal 2027 adjusted allowance reflects the contingent reduction.

Source: Governor's Fiscal 2027 Budget Books; Baltimore City Community College; Department of Legislative Services

Using the updated FTES figures for fiscal 2025 and 2026, the fiscal 2027 allowance prior to the action in the BRFA would have decreased the State funding per FTES by \$1,930 (12.2%), \$13,827 compared to \$15,757 per FTES in fiscal 2026. However, after accounting for the contingent reduction associated with the BRFA, State funding per FTES would decrease by \$2,448 (15.58%) to \$13,309 per FTES in fiscal 2027 compared to fiscal 2026. At that level, the per FTES funding level is slightly above the fiscal 2023 level and would still exceed the fiscal 2021 and 2022 funding level per FTES of \$9,099 and \$10,846, respectively.

Fiscal 2027 Proposed Budget

Exhibit 10 shows BCCC's funding in the fiscal 2027 allowance. After accounting for the contingent reduction, general funds increase by 0.4% (\$188,293) compared to the fiscal 2026 working appropriation. In fiscal 2026, BCCC used \$9 million in PAYGO funding from the institution's fund balance for deferred maintenance. Excluding the one-time PAYGO funding, total funds increase by 0.2% (\$149,653) year over year. In each of fiscal 2026 and 2027, BCCC reports the restricted fund appropriation includes \$1.0 million in State special funds; however, BCCC has not explained the source of these special funds, as no State special funds have been appropriated to BCCC. **The President should discuss the source and uses of the \$1.0 million in State special funds included in the restricted fund appropriation.**

Exhibit 10
Proposed Budget
Baltimore City Community College
(\$ in Thousands)

	<u>FY 25</u>	<u>FY 26</u>	<u>FY 27</u>	<u>FY 26-27</u>	<u>% Change</u>
	<u>Actual</u>	<u>Working</u>	<u>Adjusted</u>	<u>Change</u>	<u>Prior Year</u>
General Funds	\$48,280	\$48,367	\$49,269	\$902	1.9%
Contingent Reduction			-714	-714	
Total State Support	\$48,280	\$48,367	\$48,555	\$188	0.4%
Other Unrestricted	\$13,222	\$16,618	\$16,582	-\$36	-0.2%
State Special Funds		1,000	1,000		
PAYGO		9,000		-9,000	
Other Restricted Funds	21,659	20,610	20,607	-3	0.0%
Total Restricted Funds	\$21,659	\$29,610	\$20,607	-\$9,003	-30.4%
Total Funds	\$83,161	\$95,595	\$86,745	-\$8,850	-9.3%
Total Funds Excluding					
PAYGO	\$83,161	\$86,595	\$86,745	\$150	0.2%

PAYGO: pay-as-you-go

Note: The fiscal 2027 allowance accounts for contingent reductions.

Personnel Data

	FY 25	FY 26	FY 27	FY 26-27
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>
Regular Positions	437.00	437.00	437.00	0.00
Contractual FTEs	<u>188.53</u>	<u>188.53</u>	<u>188.53</u>	<u>0.00</u>
Total Personnel	625.53	625.53	625.53	0.00

Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	36.97	8.46%
Positions and Percentage Vacant as of 12/31/25	126.0	28.83%
Vacancies Above Turnover	89.03	

- As of December 31, 2025, BCCC had a vacancy rate of 28.8% or 126 positions, which is 89.03 more vacant positions than would be needed to meet its budgeted turnover rate. As of December 31, 2024, BCCC had 140.0 vacant positions and a 32.0% vacancy rate. **The President should comment on the continued high vacancy rate, efforts to reduce vacant positions, and the effect that the vacancies are having on the college's ability to meet its goals.**

Issues

1. Mayor’s Scholars Program

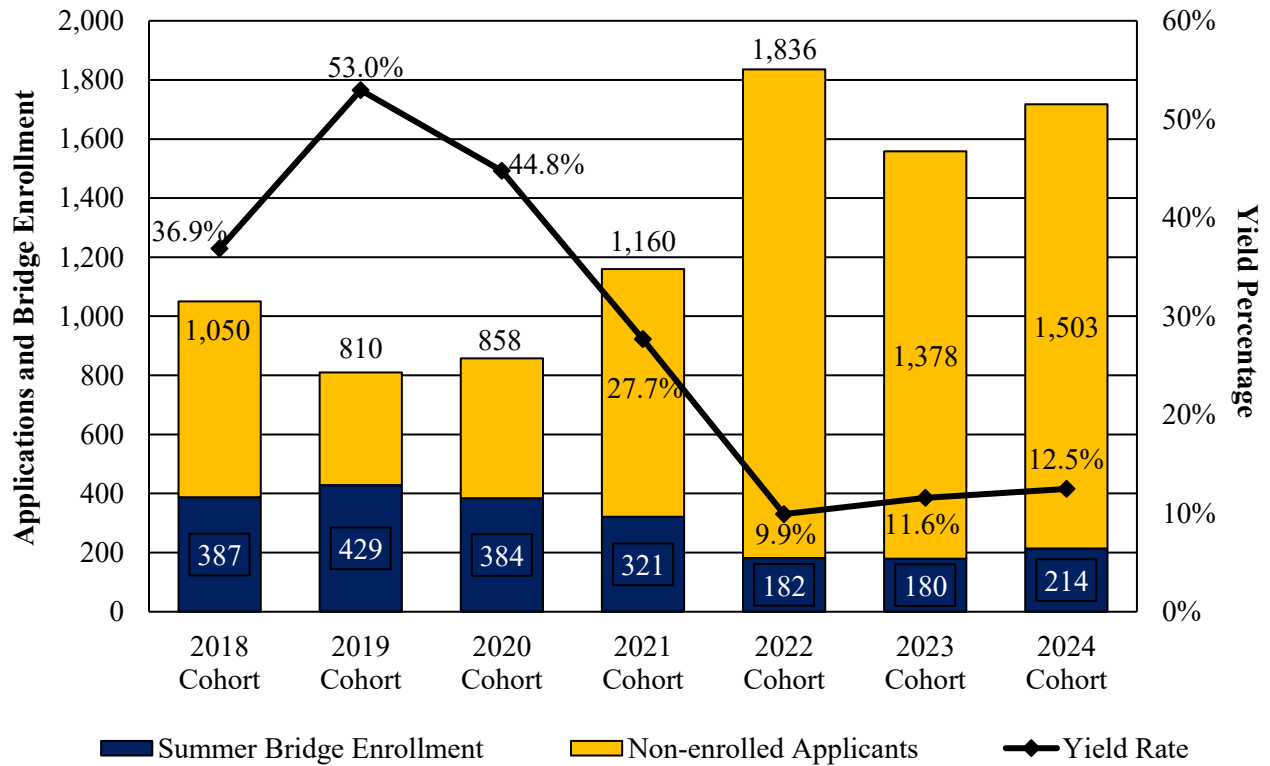
MSP began in summer 2018 as a last-dollar scholarship program that allows eligible new graduates of the Baltimore City Public School System to attend BCCC tuition free. As a last-dollar scholarship, MSP covers tuition and mandatory fees at BCCC after all other aid has been awarded. It does not cover textbooks, transportation, food, and other out-of-pocket expenses. The scholarship covers up to three years for an associate degree or one-and-a-half times the expected full-time completion time of any BCCC certificate or certified job training program. MSP begins with a six-week orientation known as the Summer Bridge Program, which is designed to smooth the transition between high school and college along with improving persistence rates.

BCCC reported that staff have participated in at least 127 community and school-based events at elementary, middle, and high schools; churches; non-profit organizations; and senior centers. Recruitment follow-ups are made to prospective students with information collected during outreach activities. Additionally, recruitment territories were reorganized into four zones with a recruiter assigned to each zone. These recruiters are responsible for building ongoing relationships and continuously engaging with organizations and the community in their designated zones. Monthly outreach targets and other performance metrics are reviewed for each recruiter to evaluate and refine their work.

BCCC has specifically focused on Baltimore high schools by increasing the frequency of visits with the goal of increasing the number of dual enrollment students. The college also hosts application preparation sessions to assist prospective students, parent and guardian information sessions, and optional placement testing to ensure that students start at the level they need to succeed academically. Furthermore, BCCC revamped its college preparedness and remediation program by developing new dual enrollment courses for students to take while still in high school, with the goal of providing remediation earlier to improve persistence rates.

As shown in **Exhibit 11**, the 2018 to 2021 cohorts had between 810 to 1,160 applications and 321 to 429 students enroll in the Summer Bridge Program. Applications for the 2022 cohort increased by 58.3% (676) compared to the 2021 cohort, but only 182 students enrolled, a decrease of 43.3% (139). Despite a decline in the number of applications of 15.1% (278) with the 2023 cohort, the number of applications remained above the levels between the 2018 and 2021 cohorts. However, only 180 students enrolled in the program, which is 52.1% below the average number of enrollments in the 2018 to 2021 cohorts. The yield rate peaked at 53.0% with the 2019 cohort and declined each year until bottoming out at 9.9% with the 2022 cohort. Since the 2022 cohort, the yield rate has increased slightly. Compared to the 2023 cohort, the 2024 cohort had a 10.2% (159) increase in the number of applicants and a 18.9% (34) increase in the number of enrollments. **The President should discuss why despite higher than historical levels of applications in the 2022 to 2024 cohorts only a small percentage of applicants enrolled in the Summer Bridge Program.**

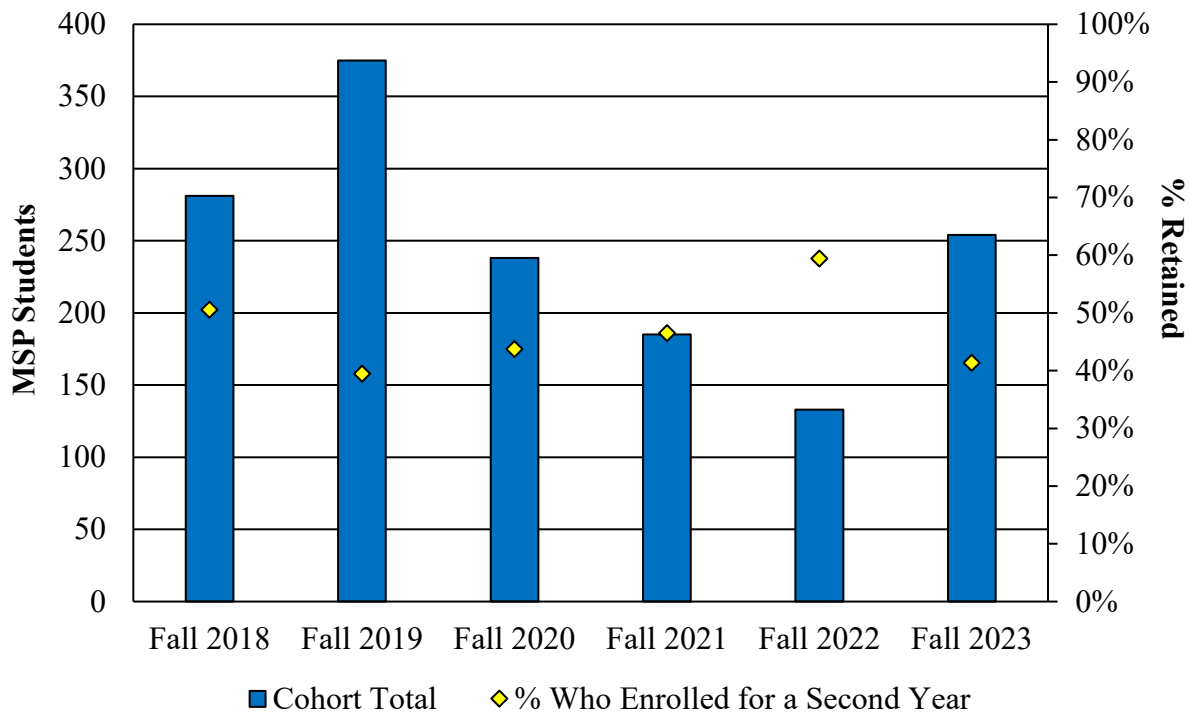
Exhibit 11
Mayor’s Scholars Program Application and Summer Bridge Enrollment
2018-2024 Cohorts



Source: Baltimore City Community College

Exhibit 12 shows the fall cohort size among Summer Bridge Program completers and the percentage who enrolled for a second year. The retention rate for the fall 2019 cohort fell 12 percentage points from the 2018 cohort to 39%. Second year retention then increased for three consecutive years and reached its highest level of 59% with the fall 2022 cohort, an increase of 20 percentage points from the fall 2019 cohort. The percentage of students who enrolled for a second year declined from 59% in fall 2022 to 41% in fall 2023, which is the second lowest rate for the period shown.

Exhibit 12
Mayor’s Scholars Program Cohort Sizes and Second-year Retention Rates
Fall 2018-2023



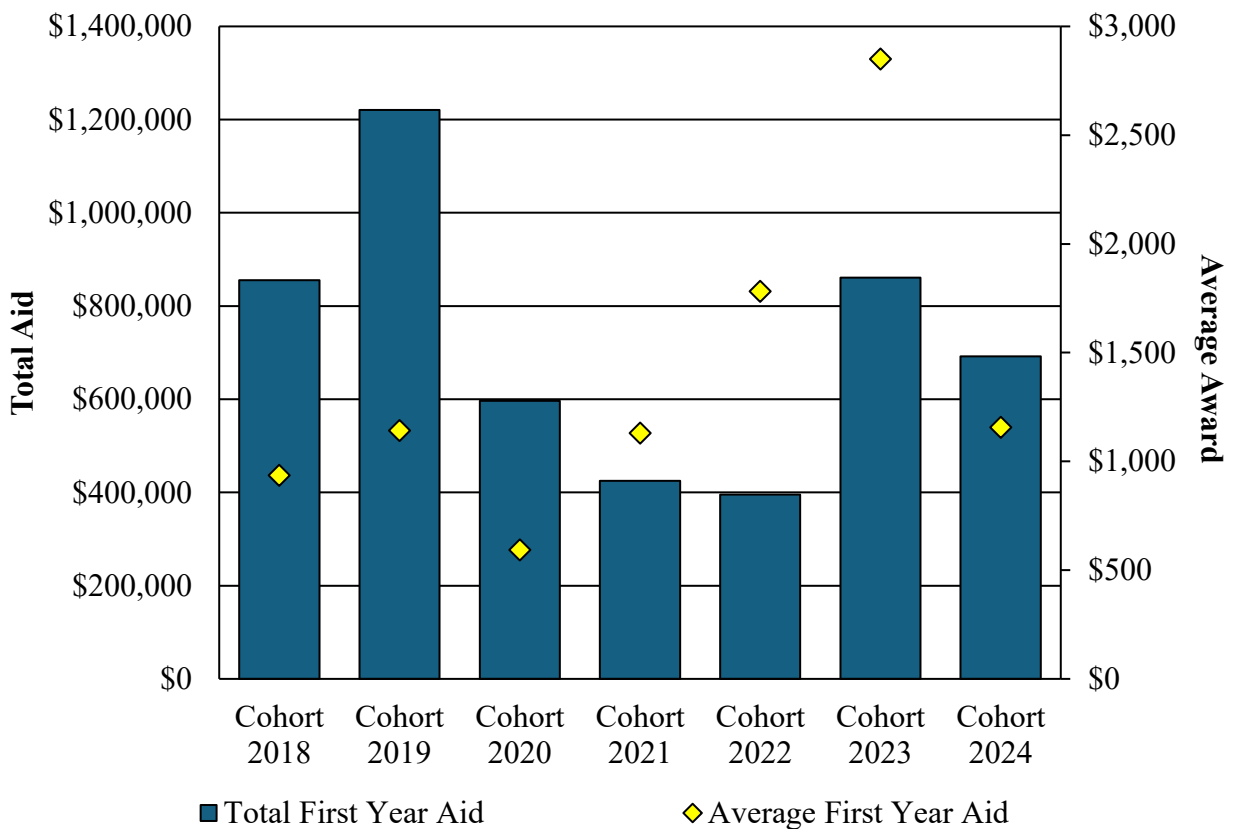
MSP: Mayor’s Scholarship Program

Source: Baltimore City Community College

MSP is a last dollar program meant to supplement other financial awards, and BCCC has disbursed \$8.7 million to MSP students since 2018 (this includes other aid besides MSP). **Exhibit 13** shows each cohort’s total financial award and the corresponding average award for year one. The amount of total aid is associated with the size of the cohort. The 2019 cohort had the most students (429) and had the most total aid, while the 2022 cohort had the fewest students (180) and the lowest total aid for the period shown. The average award has varied from \$593 in the 2020 cohort to \$2,850 in the 2023 cohort. Following the lowest average award in the 2020 cohort, average awards increased rapidly culminating with the 2023 cohort who had an average award of \$2,850. From the 2020 to the 2023 cohort, the average award more than tripled, increasing by \$2,257. The 2024 cohort (214 students), however, had a decline in the average award of 59.4% (\$1,694) to \$1,156 compared to the 2023 cohort’s (180 students) average award of \$2,850. This is due to Baltimore City phasing out its funding for the MSP program, which received no funding from the city in fiscal 2025, and coincides with the 2024 cohort. BCCC has reported it will use

fund balance, federal and State grants, and institutional funding to continue the program. Additionally, the college reported that it was looking into philanthropic sources and other partners throughout Maryland to secure more funding. **The President should comment on developments to fund the MSP from other sources. DLS recommends adopting committee narrative requesting a report on enrollment and the MSP.**

Exhibit 13
Financial Aid Awards for Year One in Mayor’s Scholars Program
2018-2024 Cohorts



Source: Baltimore City Community College

Operating Budget Recommended Actions

1. Adopt the following narrative:

Enrollment and the Mayor’s Scholars Program (MSP): The committees request a report on MSP that includes updated information on MSP for the 2025-2026 academic year and that identifies what additional actions are being taken to increase enrollment. Additionally, the report should provide the following information on MSP: (1) the number of applications received for all cohorts, the number of students who enrolled each semester, and the number of first-year students who enrolled in the second, third, and fourth year (where applicable); (2) the number of students who participated in the Summer Bridge program for all cohorts; (3) the number of students in all cohorts applicable who have successfully completed at least 15 credits each semester, or a total of 30 credits in their academic year; (4) the amount of financial aid provided to scholars in year one, two, three, and four by cohort, including the total amount each year and the average student award; and (5) other funding sources being used to support the program after the end of funding from Baltimore City including amounts by source.

Information Request	Author	Due Date
Enrollment and MSP Data	Baltimore City Community College	December 1, 2026

Appendix 1
2025 Joint Chairmen's Report Responses from Agency

The 2025 *Joint Chairmen's Report* (JCR) requested that BCCC prepare one report. Electronic copies of the full JCR responses can be found on the DLS Library website.

- ***Enrollment and MSP:*** The 2025 JCR requested that BCCC submit a report in December 2025 that identified what actions were being taken to address the decrease in enrollment per FTES and what impact MSP had on FTES enrollment. Further information on information provided on MSP can be found in Issue 1.

Appendix 2

Object/Fund Difference Report

Baltimore City Community College

<u>Object/Fund</u>	<u>FY 25 Actual</u>	<u>FY 26 Wrk Approp</u>	<u>FY 27 Allowance</u>	<u>FY 26 - 27 \$ Change</u>	<u>% Change</u>
Positions					
01 Regular	437.00	437.00	437.00	0.00	0.0%
02 Contractual	188.53	188.53	188.53	0.00	0.0%
Total Positions	625.53	625.53	625.53	0.00	0.0%
Objects					
01 Salaries, Wages, and Fringe Benefits	\$39,459,431	\$46,004,870	\$48,935,783	\$2,930,913	6.4%
02 Technical and Special Fees	9,394,406	5,955,749	5,956,763	1,014	0.0%
03 Communications	66,875	90,822	90,822	0	0.0%
04 Travel	192,493	95,038	95,038	0	0.0%
06 Fuel and Utilities	1,998,015	1,836,780	1,836,780	0	0.0%
07 Motor Vehicle Operation and Maintenance	98,984	78,960	79,370	410	0.5%
08 Contractual Services	9,891,424	12,357,413	10,356,622	-2,000,791	-16.2%
09 Supplies and Materials	5,361,581	1,628,545	1,628,545	0	0.0%
10 Equipment – Replacement	178,564	283,573	283,573	0	0.0%
11 Equipment – Additional	79,627	23,264	23,264	0	0.0%
12 Grants, Subsidies, and Contributions	11,965,198	12,463,913	12,463,913	0	0.0%
13 Fixed Charges	3,615,717	4,165,568	4,097,437	-68,131	-1.6%
14 Land and Structures	858,606	10,611,000	1,611,000	-9,000,000	-84.8%
Total Objects	\$83,160,921	\$95,595,495	\$87,458,910	-\$8,136,585	-8.5%
Funds					
40 Current Unrestricted Funds	\$61,501,942	\$64,985,411	\$65,851,530	\$866,119	1.3%
43 Current Restricted Funds	21,658,979	30,610,084	21,607,380	-9,002,704	-29.4%
Total Funds	\$83,160,921	\$95,595,495	\$87,458,910	-\$8,136,585	-8.5%

Note: The fiscal 2027 allowance does not include contingent reductions or statewide salary adjustments budgeted within the Department of Budget and Management.

Appendix 3
Fiscal Summary
Baltimore City Community College

<u>Program/Unit</u>	<u>FY 25 Actual</u>	<u>FY 26 Wrk Approp</u>	<u>FY 27 Allowance</u>	<u>FY 26 - 27 \$ Change</u>	<u>% Change</u>
01 Instruction	\$22,965,228	\$26,402,585	\$26,905,414	\$502,829	1.9%
03 Public Service	2,127,804	2,404,736	2,453,957	49,221	2.0%
04 Academic Support	5,471,857	7,537,087	7,691,890	154,803	2.1%
05 Student Services	6,005,729	6,711,258	7,008,853	297,595	4.4%
06 Institutional Support	16,675,776	18,213,535	19,555,804	1,342,269	7.4%
07 Operation and Maintenance of Plant	10,738,768	21,067,704	10,584,402	-10,483,302	-49.8%
08 Auxiliary Enterprises	6,761,218	2,142,635	2,142,635	0	0.0%
17 Scholarships and Fellowships	12,414,541	11,115,955	11,115,955	0	0.0%
Total Expenditures	\$83,160,921	\$95,595,495	\$87,458,910	-\$8,136,585	-8.5%
Current Unrestricted Funds	\$61,501,942	\$64,985,411	\$65,851,530	\$866,119	1.3%
Current Restricted Funds	21,658,979	30,610,084	21,607,380	-9,002,704	-29.4%
Total Appropriations	\$83,160,921	\$95,595,495	\$87,458,910	-\$8,136,585	-8.5%

Note: The fiscal 2027 allowance does not include contingent reductions or statewide salary adjustments budgeted within the Department of Budget and Management.



Office of the President

MARYLAND GENERAL ASSEMBLY

Capital Budget Hearings

March 9, 2026, House Appropriations Committee ~ Capital Budget Subcommittee

March 10, 2026, Senate Budget and Taxation Committee ~ Capital Budget Subcommittee

Written Testimony – Dr. Debra L. McCurdy, President

Analyst Capital Summary – Mr. David Probert, Department of Legislative Services

1. Unidentified Property Acquisition: BCCC should comment on the status of its acquisition of the unidentified property, including its engagement, with DGS and the status of the Part I and Part II Program Plan.
2. Learning Commons Renovation and Addition: The Department of Legislative Services recommends that the college update the committees on efforts to fill these vacant positions.
3. Demolition of North Pavilion: The President should discuss what the new scope entails.
4. Nursing Building Renovation and Addition: The President should provide an update on the status of BCCC's program approval with DBM.
5. Deferred Maintenance: The college should provide the committees with a status report that identifies all projects funded through the program that have yet to be completed, and for which allocated program funds remain unencumbered and unexpended as of February 1, 2026. The college should also discuss any plans to update the facilities assessment conducted in 2019, which originally informed the campus facilities renewal needs that facilitated the establishment of the BCCC Deferred Maintenance Program.

March 9, 2026

The Honorable Craig J. Zucker
Senate Budget and Taxation Committee
Capital Budget Subcommittee
The Honorable Malcolm P. Ruff
House Appropriations Committee
Capital Budget Subcommittee
Annapolis, MD 21401

RE: Baltimore City Community College Fiscal Year 2027 Capital Budget

Dear Chairman Zucker and Chairman Ruff:

The Governor's budget demonstrates Maryland's commitment to Baltimore City Community College (BCCC). The College provides the students of Baltimore City and surrounding areas with affordable and accessible higher education and maintains a steady focus on the ultimate goals of college completion or workforce training leading to an industry recognized credential. According to the Facility Inventory submitted annually to the Maryland Higher Education Commission (MHEC), "BCCC has the second-largest percentage of gross square feet constructed before 1971 of any Maryland community college, at 15% of total campus gross square footage." Decades have passed without significant investment into the College facilities. Addressing the facility needs in an energy efficient and fiscally responsible manner will attract talented faculty and students by creating an energized and healthy environment for learning and socialization. The 10-year Master Plan, completed in 2020, incorporated the facilities assessments, including the deferred maintenance needs, as well as major renovations and additions for the learning commons, nursing, facilities, and wellness center to name a few. This transformation of the College infrastructure and operations must come about because that is what the city, state and our students deserve. Currently, the College is under contract to update the 10-Year Facilities Master Plan to include a facilities assessment.

BCCC's 2019 facilities assessment identified \$41.3 million in deferred maintenance needs, \$31 million of which were classified as immediate needs requiring attention within one to three years. Immediate needs include improved mechanical, electrical, plumbing, windows, and life-safety projects. Coupling the age of the facilities with the lack of routine funding for repairs and projects, immediate safety upgrades and major replacements of most building systems are now required. The Department of General Services and the College have collaborated on critical maintenance projects to swiftly reduce the deferred maintenance backlog in FY2022-FY2026, and 31 of the 35 individual projects have been initiated or are now completed. We appreciate the state's investment in major capital projects and deferred maintenance. The College is committed to supporting the City of Baltimore and providing vital educational and training opportunities. Thank you for your continued support of higher education and Baltimore City Community College.

Sincerely,



Debra L. McCurdy, PhD
President

cc:

Members of the House Appropriations Capital Budget Subcommittee
Members of the Senate Budget and Taxation Capital Budget Subcommittee

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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.



**Baltimore City Community College
Fiscal Year 2027 Capital Budget
Response to Department of Legislative Services Analysis**

**House Appropriations Committee
Capital Budget Subcommittee
Malcolm P. Ruff
Monday, March 9th, 2026**

**Senate Budget and Taxation Committee
Capital Budget Subcommittee
Craig J. Zucker
Tuesday, March 10th, 2026**

Unidentified Properties Acquisition:

DLS Comment: BCCC should comment on the status of its acquisition of the unidentified property, including its engagement, with DGS and the status of the Part I and Part II Program Plan.

BCCC Response: Below is a high-level, chronological overview and a detailed timeline of the efforts to date and remaining steps to acquire a property for the expansion of the Baltimore City Community College campus, in accordance with the \$9 million appropriation received in FY 2026.

HIGH-LEVEL OVERVIEW

June - August 2025:	Acquisition planning with the DGS Office of Real Estate
August - December 2025:	Complete title review and appraisal process
January 2026:	Complete building assessment report
February - March 2026:	Complete Part I-II Program, start Negotiation process
March – April 2026:	Offer prepared for the acquisition
April - May 2026:	Complete contract of sale
May 2026:	Provide required legislative notification of acquisition
June 2026:	Schedule Board of Public Works approval
June - August 2026:	Complete settlement/closing for property

Summary of Fiscal 2027 Funded State-owned Projects

Learning Commons Renovation and Addition Project Status and Schedule:

DLS Concern: The Department of Legislative Services recommends that the college update the committees on efforts to fill these vacant positions.

BCCC Response: The College partners with DGS who serve as Project Manager for large capital projects. Specifically, the Learning Commons project is being managed by DGS and therefore there has been no delay to this project due to any of the vacancies. The Assistant Vice President for Facilities and the Assistant Director of Capital Projects positions are vacant. The College is actively recruiting and

interviewing for these positions. At the same time, the College has retained a consultant who has extensive knowledge and experience in assisting with the College's capital budget needs.

Several factors contributed to the 28.8% vacancy rate which has decreased. Retirements and resignations continue to play a significant role in the vacancy rate. BCCC has strategically committed to filling critical leadership, operational and student-centric positions to drive the College forward. These positions include the Vice President for Finance/Chief Financial Officer, Chief Information Officer, Deputy Chief Information Officer, Director of Budgets, Director of Student Success Center, Dean of Enrollment and Outreach, Assistant Dean for Admissions and Recruitment, Associate Bursar, Associate Dean for the School of Arts and Social Sciences (SASS), and Dean for SASS. To support student success, BCCC has recognized a 100% fill rate of Academic Advisors, as well as the Transfer & Articulation Coordinator, and three Financial Aid Specialists. To support faculty and staff, Human Resources (HR) has realized a 100% fill rate to include nine positions, including the leadership positions of the Assistant Vice President for HR, Payroll Manager, and Assistant Director of Employee and Labor Relations.

According to the Bureau of Labor Statistics, as of December 31, 2025, the National unemployment rate was at 3.9%, which equates to approximately 6.5 million job openings. While Maryland ranked 26th in the United States with an unemployment rate of 4.2%, it has been reduced since the State's peak unemployment rate of 9.0% in April 2020. BCCC remains committed to reducing the College's vacancy rate, as evidenced by a 3.2 percentage point reduction in the vacancy rate.

BCCC's new Applicant Tracking System, NeoGov/ED has two main modules the Manager Self-Service and the Onboarding/Offboarding processes that will bring much needed efficiency to human resources.

As the Manager Self-Service will provide hiring managers with daily updates of applicants who have met the minimum qualifications for their positions. A comprehensive manual and a quick reference guide are in development to assist hiring managers. The Manager Self-Service module will increase our ability to expedite the recruitment and hiring processes without sacrificing the integrity of the application evaluation process for required minimum qualifications.

The onboarding and offboarding configuration in NeoGov/EDs system-initiated onboarding and offboarding platform will streamline this process, eliminating the email notifications generated by human resource staff, and promote a more user-friendly process and establish a central repository of new hire documentation.

The BCCC Board of Trustees have been 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 Tasks into the strategic goals which support the Colleges Mission, Vision and Core Values. This Strategic Plan Framework outlines three (3) major goals (*Delivering Our Promise, Aligning Our Strengths, Expanding Our Reach*) 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 Framework is intentionally designed to align with key State and accreditation planning efforts, ensuring that the College's priorities advance both institutional goals and statewide objectives for higher education.

The College is currently working on updating a 10-Year Master Plan which includes an update to the 2019 building assessment to address additional deferred maintenance priorities. The College has provided the mandated annual updates to the Master Plan as required by the Maryland Higher Education Commission. Once the revised plan is completed, the updated Master Plan will be submitted to the Department of Budget Management, the Department of General Services, and the Maryland Higher Education Commission.

Summary of Out-year State-owned Projects

Demolition of North Pavilion:

DLS Comment: The President should discuss what the new scope entails.

BCCC Response: The plan is to demolish the building and convert the site to a certified CDL testing facility and a driving range for CDL practice testing. This will become a certified MVA testing site to support the CDL-B courses taught at the South Pavilion. The College provides two courses which prepare students for CDL-B licensure. The table below reflects the growth in total headcount enrollment by fiscal year since the program began operating following pandemic-driven delays. Registration remains underway for additional spring 2026 classes.

Fiscal Year	Headcount
FY 2023	59
FY 2024	64
FY 2025	224
FY 2026*	154
Total Unduplicated	494
*As of March 6, 2026.	

The labor market for Class B CDL drivers in Baltimore and the surrounding metropolitan area is currently “highly active” according to the Bureau of Labor Statistics (BLS), characterized by a steady demand for local delivery, waste management, and construction-related transportation. The most recent Maryland Department of Labor’s Occupation Projections (2023-2033) reflects 2,480 estimated annual job openings for “Light Truck Drivers” (Class B). As of March 2026, the local market landscape is strong based on BLS data.

1. Compensation & Salary Ranges

In Baltimore, Class B drivers often earn slightly above the national average due to the region's status as a major logistics and transit hub.

Metric	Annual Salary	Hourly Wage
Entry-Level (10th percentile)	\$42,264	\$20.30
Average (Median)	\$51,000 – \$53,000	\$24.50 – \$25.50
Top Earners (90th percentile)	\$62,000 – \$64,000+	\$30.00 – \$37.00+

Note: Pay varies significantly by specialized endorsements. Drivers with Hazmat (H) or Passenger (P) endorsements can expect an hourly premium of \$2–\$5 above base rates.

2. High-Demand Sectors & Key Employers

The Baltimore regional market is dominated by several key industries that specifically require Class B licenses for local and "home-daily" routes.

- **Waste & Recycling:** Major players like Republic Services and WM (Waste Management) are frequently hiring front-load and rear-load operations with starting rates typically between \$21 and \$29/hr.
- **Construction & Equipment:** United Rentals, Sunbelt Rentals, and Chaney Enterprises (concrete/mixer drivers) are active in the area, often offering higher hourly wages (\$26–\$37/hr.) for operating specialized machinery like rollbacks.
- **Specialized Logistics:** Companies like Clean Harbors (Environmental/Hazmat) and The Chefs Warehouse (Food Distribution in Jessup) provide stable regional employment with robust benefit packages.
- **Public Transit:** The Maryland Department of Transportation (MDOT) and private shuttle services like American Limousines constantly recruit for bus operators, often providing paid training for those with a Passenger endorsement.

3. Regional Variations (Baltimore Metro Area)

While Baltimore City has the highest density of jobs, surrounding hubs often offer more competitive pay to attract commuters.

- **Jessup/Hanover:** This "Logistics Triangle" often pays 10-14% higher than the state average due to the concentration of distribution centers.
- **Glen Burnie/Linthicum:** Heavy demand for airport-related cargo and fleet services.
- **Frederick/Gaithersburg:** Competitive market for regional delivery, often matching or exceeding Baltimore City's average pay.

4. Market Requirements & Trends

- **Experience vs. Training:** While many top roles request 1–2 years of verifiable DOT experience, there is a growing trend of paid training programs, particularly in waste management and transit, to combat the ongoing driver shortage.
- **Benefit Trends:** Beyond base pay, employers in the Baltimore region are increasingly using sign-on bonuses (ranging from \$2,500 to \$5,000) and tuition reimbursement to retain talent.
- **Home Daily:** Unlike Class A OTR (Over-the-Road) roles, the Baltimore Class B market is almost exclusively local, meaning drivers are home every night—a major selling point for the local workforce.

Nursing Building Renovation and Addition:

DLS Comment: The President should provide an update on the status of BCCC's program approval with DBM.

BCCC Response: DBM has reviewed this program submitted in 2021 with several rounds of revisions but has not yet issued the final approval letter.

The following is a timeline of the review process:

Part I/II Submission: June 15, 2021

DBM Review: June 12, 2024

BCCC Response: September 6, 2024

DBM Follow-up Questions: April 24, 2025

BCCC Response: May 20, 2025
DGS Questions: September 18, 2025
BCCC Responses: October 27, 2025

The College is awaiting the approval of the program from DBM.

Deferred Maintenance:

DLS Comment: The college should provide the committees with a status report that identifies all projects funded through the program that have yet to be completed, and for which allocated program funds remain unencumbered and unexpended as of February 1, 2026. The college should also discuss any plans to update the facilities assessment conducted in 2019, which originally informed the campus facilities renewal needs that facilitated the establishment of the BCCC Deferred Maintenance Program.

BCCC Response: As of February 1, 2026, \$17,144,454 remains unencumbered for Deferred Maintenance; \$13,468,098.47 is held by DGS in GO Bonds; and \$3,676,000 is held by BCCC in Special Funds. The College has requested a fund transfer from DGS to award several projects highlighted in blue below. The following chart depicts all deferred maintenance projects funded through the program that have yet to be completed, with a status.

Fund Source	Project	Constr. Estimate	Notes
FY24 MCCBL 2023121 (\$468,454) & FY26 MCCBL 2025170 (\$150,000)	LSB Restroom Renovations	\$ 619,000	100% Design Complete
FY25 MCCBL 2024188	South Pavilion Exterior Windows	\$ 2,000,000	100% Design Complete
FY24 BCCC Special E9627/E9628	West Pavilion Exterior Windows	\$ 979,190	100% Design Complete; Construction started
FY24 BCCC Special E9627/E9628	South & West Pavilion Renovate Restrooms	\$ 1,401,716	Pending BPW Approval March 18, 2026
FY25 MCCBL 2024188 DGS transfer	Fine Arts Electrical Upgrade	\$ 500,000	Pending Funds Transfer for Contract Award
FY25 MCCBL 2024188 DGS transfer	Main Bldg & Fine Arts Fire Alarm	\$ 1,500,000	Pending Funds Transfer for Contract Award
*FY26 MCCBL 2025170	Fine Arts Curtainwall & Roof Replacement	\$ 5,700,000	95% Design Complete
FY26 MCCBL 2025170 DGS transfer	Main Building & Fine Arts Boilers	\$ 3,600,000	Pending Funds Transfer for Contract Award
FY26 MCCBL 2025170 DGS transfer	Campus Generator Upgrade	\$ 1,350,000	Pending Funds Transfer for Contract Award
FY24 BCCC Special E9627/E9628	BCCC Campus Wayfinding Signage	\$ 550,000	Pending design
FY24 BCCC Special E9627/E9628	PEC Roof Replacement	\$ 1,000,000	50% Design

Total \$ 19,199,906

*The current estimate of \$5.7M is higher than originally estimated for the Fine Arts Curtainwall project which was combined with the Fine Arts Roof Replacement. Due to the time difference between the original estimate and inflation, the cost has increased by \$2.1M, which created the shortfall of available deferred maintenance funds for the College. The College is requesting \$2.1M to complete the project.

In addition to the funded deferred maintenance projects, the College has experienced several facilities

emergencies resulting from years of neglect and unfunded maintenance projects. The table below provides emergency procurements in FY 2026.

#	Description	Location	Amount	Contractor	Date
1	Fire Pumps Replacement	Life Science Building (LSB) and Physical Education Center (PEC)	\$235,957	Anne Arundel Fire Inspections	3/2026
2	Fire Alarm Deficiencies Repairs	LSB, PEC, Nursing, FAW, West Pavilion (WP)	\$34,562	Anne Arundel Fire Inspections	3/2026
3	Provide and Install Four (4) Mini Split Systems	West Pavilion 1st floor	\$100,000	MECCO LLC	2/2026
4	Excavation and Sewer Pipe Inspection	Physical Education Center	\$2,977	Roto Rooter	10/2025
5	Excavation and Repair of 8" Sewer Pipe	PEC - Parking Lot E	\$20,826	Roto Rooter	10/2025
6	Elevator repair	Main Building	\$4,637	DMV Elevator	8/2025
7	Sprinkler Pipes Replacement	LSB	\$9,745	Premier Fire Protection	2/2025
8	Replace the motor of air handling unit #1	LSB	\$6,087	Amazon	1/2026
Total			\$414,791		

The College is currently working on updating a 10-Year Master Plan which includes an update to the 2019 building assessment to address additional deferred maintenance priorities. The College has provided the mandated annual updates to the Master Plan as required by the Maryland Higher Education Commission. Once the revised plan is completed, the updated Master Plan will be submitted to the Department of Budget Management, the Department of General Services, and the Maryland Higher Education Commission.

GO Bond Recommended Actions

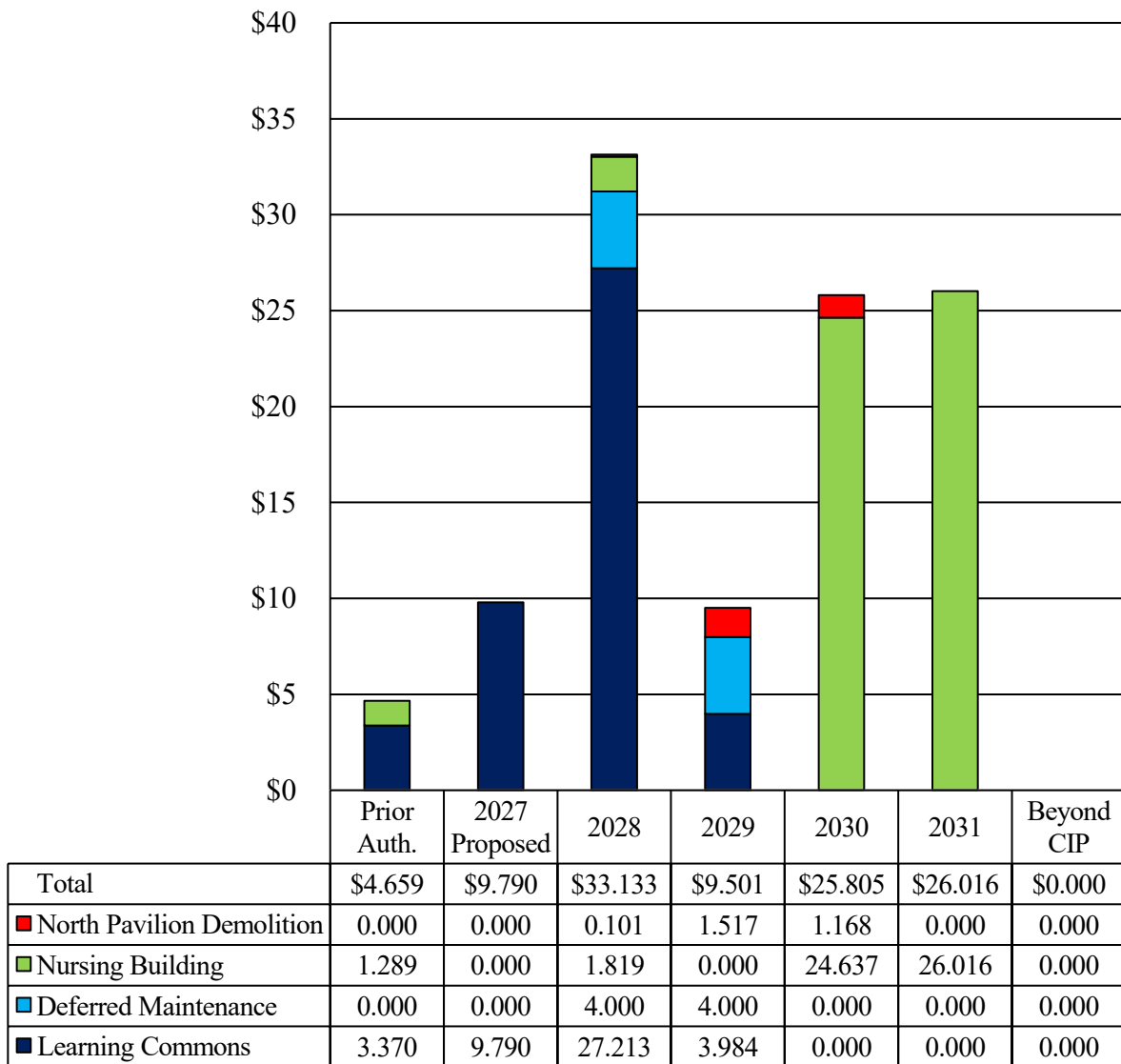
1. Approve all general obligation bond authorizations and preauthorizations for Baltimore City Community College.

BCCC Response: The College concurs with the recommended action to fund the Learning Commons (Library) project. Additionally, the College is requesting an additional \$2.1M to complete ongoing deferred maintenance projects, which costs have increased due to inflation since the projects' inception.

R95*
Baltimore City Community College

Capital Budget Summary

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



Note: Funding for fiscal 2027 through 2031 is programmed with general obligation bond funds. Prior authorized funds include \$2.2 million of general funds. Prior authorized funds do not include \$30.7 million for the deferred maintenance program appropriated since funding for that program began in fiscal 2022.

For further information contact: David Propert

david.propert@mga.maryland.gov

Key Observations

- ***Learning Commons Renovation and Addition:*** Although the design timeline increased by six months in the 2026 *Capital Improvement Program* (CIP) compared to the 2025 CIP, construction is set to begin in fiscal 2027. This comes after several delays to the project, as construction funding was originally included in fiscal 2025, and design funds were first included in fiscal 2023.
- ***Nursing Building Renovation and Addition:*** Funding for design that was planned in the 2025 CIP for fiscal 2027 has been deferred to fiscal 2028 in the 2026 CIP due to an extended program approval process.
- ***Unidentified Property Acquisition:*** The acquisition of land adjacent to the Liberty Campus remains uncertain.

GO Bond Recommended Actions

1. Approve all general obligation bond authorizations and preauthorizations for Baltimore City Community College.

Updates

- ***Unidentified Property Acquisition:*** The fiscal 2026 operating budget included authorization for Baltimore City Community College (BCCC) to use \$9.0 million of special funds from the college's fund balance to purchase an unidentified parcel of land adjacent to the Liberty Campus. The Maryland Consolidated Capital Bond Loan of 2025 (fiscal 2026 capital budget) also included a \$9.0 million general obligation bond preauthorization for the acquisition as a backstop to the special funds should the college choose not to use its fund balance for the purchase. As of the 2025 session, the college had not undertaken any of the necessary due diligence to justify State funding; BCCC had not coordinated with the Department of General Services (DGS) Office of Real Estate to conduct site review and evaluation, property appraisal, and other required processes for completing property acquisition, and the college had not submitted a Part I and Part II program to the Department of Budget and Management (DBM), which is required to be reviewed and approved before State funds may be encumbered and expended. During summer 2025, BCCC stated (1) it was working with the DGS Office of Real Estate to develop a plan to purchase the property and (2) it planned to submit a facility program by October 30, 2025. **BCCC should comment on the status of its acquisition of the**

unidentified property, including its engagement, with DGS and the status of the Part I and Part II Program Plan.

Summary of Fiscal 2027 Funded State-owned Projects

BCCC is Maryland's only State-sponsored community college. It offers day, evening, and weekend courses at five learning sites across Baltimore City, including at its main Liberty Heights campus located in northwest Baltimore. BCCC's mission is to provide a quality education and specialized training, allowing students to access good jobs, transfer to four-year institutions, and upgrade or acquire new skills to stay competitive in today's job market. BCCC seeks to meet the needs of its students through affordable tuition and flexible class schedules.

Learning Commons Renovation and Addition

Project Summary: This project will renovate and expand the existing Bard Library to create a new Learning Commons building. The project will replace outdated building systems and create a more efficient building layout to provide additional study space and space for programming, functions, and services. When complete, the new Learning Commons will function as the core common space on the main campus where students can prepare for classes, work on assignments, and access electronic media. Previous funding for project design totaling \$3.4 million was authorized across fiscal 2023 and 2024. Total project cost is currently estimated at \$44.4 million.

New/Ongoing: Ongoing	
Start Date: September 2024	Est. Completion Date: September 2028

Fund Sources:								
(\$ in Millions)	Prior Auth.	2027	2028	2029	2030	2031	Beyond CIP	Total
GO Bonds	\$1.184	\$9.790	\$27.213	\$3.984	\$0.000	\$0.000	\$0.000	\$42.171
GF	2.186	0.000	0.000	0.000	0.000	0.000	0.000	2.186
Total	\$3.370	\$9.790	\$27.213	\$3.984	\$0.000	\$0.000	\$0.000	\$44.357

Fund Uses:								
(\$ in Millions)	Prior Auth.	2027	2028	2029	2030	2031	Beyond CIP	Total
Planning	\$3.370	\$1.031	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$4.401
Construction	0.000	7.968	23.903	3.984	0.000	0.000	0.000	35.855
Equipment	0.000	0.791	3.310	0.000	0.000	0.000	0.000	4.101
Total	\$3.370	\$9.790	\$27.213	\$3.984	\$0.000	\$0.000	\$0.000	\$0.000

- **Need:** The existing Bard Library was built in 1965 and last underwent renovation in 1989. Many of its systems including HVAC, chiller, piping, and electrical distribution are outdated and in poor condition. The library was constructed when housing books was the primary function, and it does not meet the standards of a modern library. Currently, the college has a deficit of study space and a surplus of stack space. The project will realign this space to increase study space by 12,899 net assignable square feet (NASF) and decrease stack space by 10,380 NASF. This project will replace outdated building systems and create a more efficient layout to provide additional study space and areas for student collaboration. When complete, the new Learning Commons will function as the core common space on the main campus where students can prepare for classes, work on assignments, and access electronic media.
- **Project Status and Schedule:** The \$9.8 million budgeted for fiscal 2027 is \$11.7 million less than the amount planned in the 2025 CIP due to a lengthened design timeline, which delays the start of construction. Design has been lengthened from 15 months to 21 months due to an extended review of schematic design documents by the Maryland State Board of Architecture Review and further scheduling delays caused by vacancies within the college's capital facilities planning division. **The Department of Legislative Services recommends that the college update the committees on efforts to fill these vacant positions.**
- **Changes:** The project is currently estimated to cost \$44.4 million, which is a \$2.3 million increase over the 2025 session estimate and primarily attributable to the protracted schedule and the slightly higher monthly cost escalation rates set by DBM. The construction phase is expected to commence in March 2027, so an updated construction document phase cost estimate should be available prior to the 2027 session. As it stands, the current estimate includes a 10% construction contingency rather than the customary 5% rate for project receiving construction funds as a hedge against higher project cost estimates than typical results from the more refined construction document estimate which is still forthcoming.

Summary of Out-year State-owned Projects

- **Demolition of North Pavilion:** This project will demolish the vacant North Pavilion. The 2025 CIP programmed design and construction in fiscal 2027 and 2028, respectively. However, BCCC has requested a change in project scope, and the revised schedule and funding plan moves design funding to fiscal 2028 and construction to fiscal 2029 and 2030 to allow time for review and approval of the requested scope change. The original plan was to convert this site into green space pending the determination of how to repurpose the property. Alternatively, BCCC has proposed converting the site to include parking and to accommodate the commercial driver's license program. The revised schedule and scope result in an estimated total project cost of \$2.8 million compared to the \$1.9 million estimate from last session. **The President should discuss what the new scope entails.**

- ***Nursing Building Renovation and Addition:*** This project will renovate the existing building, including the replacement of all major building systems and construction of additions on the north and south sides. When complete, the renovated Nursing Building will have expanded classroom space to meet enrollment demand and reconfigured space for a modern nursing education curriculum, including nursing simulation suites and classroom, laboratory, office, and other support spaces. In addition to nursing, other programs that will occupy this building include dental hygiene, respiratory care, surgical technology, physical therapy assistant, radiology technician, and occupational therapy. Previous funding for project design totaled \$1.3 million, and several delays have ensued. The 2024 CIP programmed an additional \$1.6 million of design funds for fiscal 2026, but the 2025 CIP deferred those funds until fiscal 2027 due to delays in design procurement, which could not move forward until DBM approved the program for the project. The 2026 CIP deferred these design funds once more into fiscal 2028. Total project cost is currently estimated at \$53.8 million. **The President should provide an update on the status of BCCC's program approval with DBM.**
- ***Deferred Maintenance:*** First funded in fiscal 2022, this multi-year initiative assists BCCC in addressing the backlog of deferred major infrastructure and building systems projects at the BCCC main Liberty Heights and North campuses. Since inception, the State has provided \$30.7 million for the program. No funding is proposed for fiscal 2027, which is consistent with the plan outlined in the 2025 CIP, which programmed funding on an every-other-year basis to allow time for the college to administer new projects added to the funding list. The college has struggled to administer and complete projects with an estimated \$16 million of prior authorized funds still unencumbered. The 2026 CIP programs \$4.0 million in each of fiscal 2028 and 2029, but out-year funding decisions will depend on the college's ability to execute projects working in tandem with DGS, which manages projects costing more than \$500,000, which applies to most of the projects funded through the program. **The college should provide the committees with a status report that identifies all projects funded through the program that have yet to be completed, and for which allocated program funds remain unencumbered and unexpended as of February 1, 2026. The college should also discuss any plans to update the facilities assessment conducted in 2019, which originally informed the campus facilities renewal needs that facilitated the establishment of the BCCC Deferred Maintenance Program.**

Appendix 1
Executive's Operating Budget Impact Statement – State-owned Projects
Fiscal 2027-2031

		2027	2028	2029	2030	2031
Learning Commons Renovation and Addition						
	Estimated Operating Costs			\$158,573	\$163,726	\$168,951
	Estimated Staffing			1.0	1.0	1.0

The estimated operating costs listed are for a total of 1.0 full-time equivalent positions (FTE), fuel, utilities, supplies, materials, and contractual services. There is a 0.5 FTE HVAC technician position and a 0.5 FTE environmental services technician position.

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.

Area Highlights**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 & HEALTH PROFESSIONS AND
SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING & MATHEMATICS**

Following the recent accreditation visit by the Nursing accreditor ACEN, the nursing faculty and Dean collaborated with the Office of Institutional Effectiveness, Research, and Planning (OIERP) to ensure a coordinated, evidence-based response and a continuous improvement plan. The Dean and OIERP jointly

reviewed site-team feedback, prioritized recommendations, and translated qualitative observations into measurable action items with defined timelines and designated responsible parties.

OIERP led data collection and analysis, assembling enrollment trends, assessment results, and outcome measures, while the Dean contextualized these findings in relation to program goals and operational constraints. Joint meetings with department chairs resulted in targeted strategies to address gaps identified by accreditors, including curricular adjustments, strengthened assessment cycles, faculty development plans, and improved documentation practices.

The Dean and OIERP established a monitoring dashboard and scheduled quarterly check-ins to track progress, identify obstacles early, and reallocate resources as necessary.

This collaboration has accelerated remediation efforts, enhanced data transparency, and demonstrated the institution's commitment to sustained quality. Next steps include finalizing corrective-action timelines, expanding faculty training modules, and preparing an evidence dossier for the accreditor's requested follow-up report.

Similar steps have been initiated to prepare the follow-up report for the Business and Technology programs' accreditor- ACBSP. The Dean and VP-OIERP are meeting with the program coordinators and faculty this month to develop and implement the action plan.

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.”

The Nursing Support Program II (NSPII) grant, overseen by the Maryland Higher Education Commission, enabled the acquisition of 20 virtual reality eye-wear instruments (VR-goggles) for use in nursing simulation.

The Nursing Lab Manager collaborated with the IT department to update and set up these instruments. On February 25, 2026, Mr. Nathan Nagy from NSP II visited the simulation laboratory to meet with faculty and staff and to evaluate the set-up. Mr. Nagy expressed strong approval of the cross-departmental collaboration between Nursing and IT, noting that, in comparison to other institutions receiving the same grant, the BCCC team had already unboxed, configured, and prepared the devices for operational use. In contrast, many institutions at this stage of implementation still have equipment that remains unpacked or unused, according to Mr. Nagy.

This level of preparedness demonstrates the proactive engagement of Nursing leadership, Lab Management, IT support, and administrative personnel. These coordinated efforts ensured that the physical laboratory environment was prepared, devices were configured and tested, and operational workflows were established prior to the formal rollout.

This early engagement positions the Nursing Program to proceed with timely implementation, maximize student utilization of VR technology, and ensure responsible stewardship of institutional resources.

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.”

No update.

Area Highlights**ACADEMIC AFFAIRS****Personnel*****Director, Library Learning Commons***

During the reporting period, the AVP for Curriculum and Instruction conducted two interviews with candidates for the Director of Library Learning Commons position. Neither candidate will move forward to the next phase of the interview process. Application materials for five new applicants were forwarded for initial review, and interviews will be scheduled in March. The review process included evaluating candidate qualifications, leadership experience, and demonstrated expertise in academic library services, student learning support and collaborative instructional initiatives. Three of the new applicants did not meet the minimum qualifications for the position advertised. The virtual screenings will be scheduled during the month of March and continue until applicants are selected to move forward to the next stage of the search process.

Administrative Assistant for AVP for Curriculum

During the reporting period, the AVP for Curriculum and Instruction completed the initial screening of applications for the Administrative Assistant III position which was posted in various employment advertising mediums and employment job outlets.

Summer 2026 Master Schedule of Courses Review

The 2026 Summer Master Schedule was reviewed to ensure accuracy and completeness based on institutional and regulatory requirements. The AVP for Curriculum along with the Deans and Associate Deans examined all scheduled courses submitted by each School to confirm that the information reflected in the master schedule was correct and consistent with approved curriculum and institutional guidelines and priorities. Particular attention was given to verifying course titles, course numbers, meeting patterns, and assigned faculty. In addition, the schedule was assessed to ensure that courses were appropriately distributed across summer sessions and that the schedule supported student access and completion by offering required courses within programs of study. Coordination with the Deans and Academic Leadership Team occurred as needed to address discrepancies and make necessary adjustments prior to submission to the Registrar’s Office and publication. The actions carried out in the review of the master schedule supports compliance and positions the College to support student enrollment, program progression, and effective instructional planning.

Summer 2026 Schedule of Courses for the School of Arts and Sciences (SASS)

The AVP for Curriculum and Instruction assisted the Dean and Associate Dean for SASS in refining the schedule of courses for the summer 2026 semester. The efforts focused on ensuring that all courses met the required seat-time compliance requirements outlined in the Code of Maryland Regulations (COMAR).

Additionally, the AVP supported the academic leadership team in identifying and selecting appropriately credentialed and qualified faculty to teach summer courses. For current FT and adjunct faculty, the process involved reviewing faculty teaching availability and course modality.

EED Committee Session, 2/4/2026

The AVP for Curriculum and Instruction attended the Education and Economic Development Subcommittee Budget Hearing for Wednesday, February 4, 2026. During the Maryland House Appropriations Committee Education and Economic Development Subcommittee budget hearing, legislators focused heavily on higher education funding, system performance, and workforce alignment as part of the review of the FY2026 budget. The major education issues raised and examined during the hearing included State Funding for Higher Education, Enrollment Declines and Degree Production, Progress Toward Maryland's 55% Degree Attainment Goal, Financial Aid and Student Affordability, Workforce Alignment and "Some College, No Credential", and Oversight and Accountability Requests. The information obtained will be shared with the Academic Leadership Team for academic planning.

Maryland Higher Education Commission Segmental Advisory Council Meeting

The AVP for Curriculum and Instruction attended the Segmental Advisory Council on February 10, 2026. In February, the Maryland Higher Education Commission convened the Segmental Advisory Council to discuss statewide higher education priorities and provide updates related to the 2026 legislative session in Maryland. The meeting focused on policy coordination across the state's higher education segments, including community colleges, public universities, and independent institutions. Key discussions addressed student access, workforce alignment, and ongoing implementation of statewide higher education planning initiatives. During the meeting representatives shared sector perspectives and discussed strategies to strengthen student success and systemwide collaboration. The information will be shared with the Academic Leadership Team to bolster and encourage academic planning, student success, and institutional effectiveness.

E-LEARNING

Barnes & Noble First Day Complete (FDC)

In February, vetting Spring courses for issues with the BNC First Day Complete slowed down with the 10-week start. BNC provided an Excel spreadsheet of 32 reported student issues. Regarding digital delivery issues, all had been closed except for two.

Video Projects

Assessment series – E-Learning, in coordination with the Office of Assessment, worked in February to complete videos for faculty training and reference regarding their role in the assessment process, how they can capture data in Canvas, and best practices for collecting data.

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 the following subject areas during June 2025 to identify missing items and remove them from the catalog:

- The inventory process has completed D (world history)
- The inventory is approximately E920 (21st century US history).
- Estimated timeframe for completion is Summer 2026.

Ongoing Weeding of Print Collection

The weeding of the print collection has continued. The Library staff is currently weeding PR 1100s (British poetry collections) and will soon start to go through literature by individual authors. Estimated timeframe for completion is Summer 2026.

Textbook Collection for Reserves

There has been no change since the beginning of February.

SCHOOL OF BUSINESS, SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS

Personnel/Faculty Vacancies

The School of Business, Science, Technology, Engineering, and Mathematics- BSTEM has formed three committees to screen and interview candidates for the following positions:

- Assistant Professor and Program Coordinator for Computer Information Systems
- Assistant Professor and Program Coordinator for Business Management
- Assistant Professor – Mathematics

The committee composition includes the department's Associate Dean, two subject matter expert faculty members, one faculty member from a different department, and the Director of eLearning.

The committee chairs have been provided with all required documentation, including initial screening and interview guidelines. The BSTEM school expects to complete the hiring process for these three areas by the end of the Spring semester.

SCHOOL OF NURSING AND HEALTH PROFESSIONS-SNHP

The Assistant Professor and Program Coordinator position in Dental Hygiene has remained open for three months. As only one candidate, Interim Program Coordinator Dr. Shannon Stiffler, has applied, the Dean recommended her appointment to the Permanent Program Coordinator role. This appointment will also fulfill the Commission on Dental Accreditation (CODA) requirements for a Program Coordinator.

Dr. Stiffler has served at BCCC since 2015. Prior to the interim appointment, Dr. Stiffler held the positions of full-time Professor and Clinical Coordinator within the Dental Hygiene department.

During the interim term, Dr. Stiffler demonstrated strong ownership and rapid professional growth. Dr. Stiffler led the completion and submission of the annual accreditation survey, facilitated efficient scheduling for students and faculty, and coordinated clinical agreements with two external sites: Carroll County Public Health and Fort Meade Dental. Reliability has been consistently demonstrated through punctuality, fulfillment of commitments, proactive risk identification, and implementation of mitigation strategies.

Summer 2026 Semester Preparation

The Schools of SNHP and BSTEM have submitted the course schedules for the Summer 2026 semester. The Faculty, Program Coordinators, Associate Deans, and Dean collaborated and developed schedules to meet the needs of the students as well as fulfilled the institutional requirements of 80% on-ground courses and course offerings evenly distributed throughout the day.

The School of BSTEM has received requests from the Student Affairs and Workforce areas to add 10 additional sessions to meet the needs of special populations, such as PTECH and the Mayor Scholars Program. The Associate Deans and Dean have started working on the requests to meet the needs of our community partners.

Faculty- Professional Development

Dr. Kathleen Gillespie, Assistant Professor and Program Coordinator, Biotechnology, has been selected as the recipient of a 2026 Peggy Cotter Award to attend the American Society of Microbiology (ASM) Conference in Washington, DC. The registration, travel, and accommodation expenses are all covered by this award.

The Peggy Cotter Awards for Early Career Branch Members, fully funded by ASM, are named for ASM Past President Dr. Peggy Cotter. Dr. Cotter is deeply committed to mentoring early-career scientists and providing them with opportunities to advance their careers. Attending ASM Microbe 2026 will allow early-career scientists to explore their scientific interests and specialties, take advantage of cutting-edge scientific programming, and connect with experts in the microbial sciences. Awardees are expected to report back to their local Branches and other colleagues about their ASM Microbe experiences.

SCHOOL OF ARTS AND SCIENCES (SASS)

Faculty Engagement/Accomplishments

Dr. Angie Jones-Ramirez remains an active educator and student supporter among the Baltimore City Community College faculty. As a Health, Life Fitness professor, she broaches many health-related topics with her students, including conversations about healthy ways of living. As a professor who supports students as they engage in understanding and adapting their lives to be healthier, she helps students understand that healthy living has many facets, including relationships and decisions about how we engage others. With her background in Health, Life, and fitness coupled with her training as a minister, Dr. Jones-Ramirez was invited to serve as a Church Heart panelist by the Kappa Xi Omega Sorority, Inc. The focus of the panel discussion was The Church and the LGBTQIA+ Experiences. She discussed how healthy relationships are beneficial to all parties involved. As part of her presentation on the panel, she discussed the challenges of living in a high stress environment and living in a low stress environment. The connections was how The Church can add to or decrease these stress levels for its members. Ultimately,

she returned the focus to something that she teaches in her classroom, reducing unhealthy stress for a better quality of life. Building and sustaining healthy relationships helps to build stronger and better communities.

Dr. Latonia Moss continues to make positive contributions in the classroom and in her scholarly writing. Recently, she published *Removing the Cape—Sometimes* in “Escape the Cape, From Existing to Evolving”. The article focuses on the power of education to not only change lives, but its power to transform the life of women, who are often the first educators and doors to life-long learning in families. She focuses her article on the journey of the narrator to understand the transformational power of education, to positive impact of education to break through what is sometimes described as the layers and bureaucracy of higher education to understand that making significant changes start with the self and may seem small at first, but they can have a large impact on both the individual and those they encounter. She concludes the article with three points that helped the narrator find and maintain success in the higher education realm.

Dr. Latonia Moss is a well-regarded English and speech professor at Baltimore City Community College. She thoroughly engages her students with active learning strategies such as group and pair work throughout her classes. From this framework, Dr. Moss is often invited to share the story of her journey as a native of Baltimore. An immediate instance of this was Dr. Moss’s invitation to serve on a panel of Black higher education professionals during Black History month. The title of the panel conversation was *Standing in Our Stories: A Conversation with Black Higher Education Professionals*, hosted by Anne Arundel Community College. Dr. Moss shared the importance of building meaningful relationships, equity, mentorship, and identity during her presentation.

Dr. George continues to develop new approaches to teaching and learning new information to share with his addictions counseling students. The training, *The Future of CBT Masterclass: What Every Therapist Needs to Know about Digital Tools*, undertaken by Dr. Andrews in late February provided participants with knowledge of how to and why they should integrate digital tools into therapy sessions. While the training underscored the importance of digital tool incorporation, it also stressed that these tools do not replace the need or value of human therapy. Dr. Andrews incorporates this new knowledge into his classes for his students. The session allows participants to explore different technologies that can be incorporated into sessions.

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION + REALIGNMENT TASK #2**Office of the Vice President for Workforce Development & Continuing Education**2025-2026 Priorities

Priority One: Expand access to workforce training, Adult Basic Education (ABE) programs, English Language Instruction (ELI) programs, and Pathways in Technology Early College High School (P-TECH). Provide targeted remediation to improve pathway completion rates and increase certification and licensure attainment. Advocate and aid students with job placement opportunities that provide a 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 secure funding sources to provide students with free access to workforce development training programs. On January 20, 2026, the Maryland Department of Labor approved additional funding to expand offerings in Literacy Works and Adult Basic Education & English as a Second Language (ABE/ESL). The budget modification increased the grant amounts for Literacy Works by \$167,874 and for ABE/ESL by \$88,684.

The charts below highlight the division's efforts in securing grants, scholarships, and contract trainings, totaling **\$8,768,071**. As previously highlighted, WDCE's goal is to add additional contract trainings throughout the fiscal year.

<i>Grant/Scholarship</i>	<i>AMOUNT</i>
Literacy Works (LW) ¹	\$457,246.00
STATE TOTAL	\$457,246.00
FEDERAL FUNDING	AMOUNT
Adult Basic Education & English as a Second Language (ABE & ESL)	\$502,170.00
Adult Secondary Education (ASE)	\$38,002.00
Local Institutionalized (LI)	\$17,337.00
Integrated English Literacy & Civics Education (IELCE)	\$129,303.00
FEDERAL TOTAL	\$686,812.00
TOTAL AWARD	\$1,144,058.00

WDCE Contract Training FY2025 – FY2026

FUNDING SOURCE	AMOUNT
Baltimore City Public Schools – Summer Program	\$158,050.00
Elev8 Baltimore	\$328,540.00
University of Maryland Medical Center	\$217,800.00
Goodwill Industries	\$140,000.00
Johns Hopkins Hospital / University	\$3,500.00
Thomas Shortman Training Fund	\$42,000.00
Levindale Hebrew Geriatric Center and Hospital	\$87,500.00
Green Street Academy	\$38,500.00
Department Of Juvenile Services	\$40,000.00
Vivien T. Thomas Medical Arts Academy	\$61,250.00
Mayor's Office of Employment Development	\$76,000.00
Gore Brothers Reporting	\$2,950.00
TOTAL AWARD	\$1,196,090.00

WDCE – Grants & Other Funding FY2025 – FY2026

FUNDING SOURCE	AMOUNT
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)	\$328,425.00
MORA Services to Older Refugees (SOR)	\$244,312.00
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

¹ Includes increase of \$167,874 from Maryland Department of Labor.

TOTAL AWARD	\$6,427,923.00
GRAND TOTAL	\$8,768,071.00

ADULT BASIC EDUCATION (ABE) & GENERAL EDUCATION DIPLOMA (GED)

Baltimore City Community College (BCCC) operates the largest Adult Basic Education (ABE) and GED® preparation program in Baltimore City, providing free instruction in literacy, numeracy, life skills, and pathways to a Maryland High School Diploma. These programs are foundational to strengthen Baltimore's workforce and improve economic mobility. As of the most recently available data, 16.5% of Baltimore City adults (approximately 69,800 residents) lack a high school diploma significantly higher than the stage average—demonstrating a substantial need for adult education services. To assist residents with obtaining a diploma, ABE provides free classes throughout the city.

Currently there are 798 students enrolled in at least one of the courses offered.

Class and Level	Students
Essentials Math	67
Essentials Reasoning through Language Arts (RLA)	58
Advanced Math	25
Advanced Reasoning through Language Arts (RLA)	24

In January, ABE conducted 37 GED classes with an enrollment of 468 students.

Class and Level	Students
Essentials Math	186
Essentials Reasoning through Language Arts (RLA)	163
Advanced Math	60
Advanced RLA	59

In February, ABE conducted 12 GED classes with an enrollment of 156 students.

Class and Level	Students
Essentials Math	51
Essentials Reasoning through Language Arts (RLA)	43
Advanced Math	23
Advanced Reasoning through Language Arts (RLA)	39

Over the past several months, the Adult Basic Education (ABE) program has successfully recruited twelve (12) GED learners from Advanced Levels 4–6 to participate in WDCE's Integrated Education and Training (IET) initiative. Through this program, participants simultaneously pursue a Maryland High School Diploma while completing workforce training leading to industry recognized credentials as Certified Nursing Assistants (CNA) / Geriatric Nursing Assistants (GNA) or Community Health Workers (CHW).

- On February 9, 2026 the CNA/GNA IET pathway began and will continue through May 8, 2026.
- IET program students are selected based on current attendance, Measurable Skills Gains (MSG), The Adult Basic Education (TABE) pre-test scores (new students), and post-test scores (continuing students); preferably at or above Advanced Level 5 in Math and Reading.
- The IET program features supportive instruction in Math and RLA on Mondays and Fridays, and Certified Nursing Assistant (CNA/GNA) instruction on Tuesdays, Wednesdays, and Thursdays.
- ABE CNA/GNA IET students receive clinical placement at Johns Hopkins Medical Center and FutureCare facilities.

- Students who require remediation support for CNA/GNA coursework meet with the Lead Nurse for additional assistance.
- Recruitment of students for the Community Health Worker (CHW) IET program continues as courses are scheduled to begin on March 9, 2026, and will continue through May 29, 2026.

Community recruitment was conducted at the following locations: Clay Pots, Affordable Homes & Communities, LifeBridge Health, Gilmore Homes, Brooklyn Homes, Our Daily Bread, and Pleasant View Homes. To ensure that students are properly placed, a component of including de pretesting with the TABE placement assessment.

- Additional Community-Based Organization (CBO) assessments and registrations are in process for Northwest Career Center (NWCC) and Eastside Career Center (ESCC) for classes that started in January & February 2026.
- Enrollment at the Maryland Transition Center (MTC) during this period totaled fifty-three (53) students (25 Math, 28 RLA). Classes for the current cohort will continue through April.

Student Remediation

From December to February, sixty-one (61) GED students were identified as not achieving Measurable Skill Gains (MSGs) or Educational Functioning Level (EFL) gains. They continue to receive remediation support in the form of individualized tutoring, AZTEC skills competency coaching, RLA or Math Lab on Friday, or online tutoring through additional digital learning resources, such as Math Antics, Khan Academy, and GED.com.

ENGLISH LANGUAGE SERVICES (ELS)

BCCC's English Language Services (ELS) Department supports multilingual learners in developing the English language skills needed for academic success, career advancement, and community engagement. The department offers a range of programs, including English as a Second Language (ESL) from Literacy through Advanced levels; English for Academic Purposes (EAP) to prepare students for college-level study; English for Young Learners; and Citizenship Preparation courses. These pathway programs connect English language instruction with students' long-term goals, including transitioning into academic programs at BCCC, entering workforce training programs, or moving directly into employment. In addition, the department partners with businesses and community organizations to deliver English for Specific Purposes (ESP) courses that provide customized language instruction tailored to specific industries, including business, manufacturing, and healthcare. Each year, more than 1,200 students from over 40 countries enroll in ELS programs offered at more than 10 locations across Baltimore City.

FY26 December – February Statistical Indicators of Performance

Total Enrollment: 1,297

- English Language Instruction (ELI): 310
 - Enrolled at start of period (classes ran August 2025 – December 2025): 221
 - Enrolled in January (classes run through April): 89
- Community English as a Second Language (CESL): 578
 - Enrolled in October – December 2025 classes: 171 students
 - Enrolled in November 2025 – February 2026 classes: 185 students
 - Enrolled in January – March 2026 classes: 213 students
 - Enrolled in February: 9 students
- Refugee Assistance Program (RAP): 140
 - Enrolled in October – December 2025 classes: 82 students

- Enrolled in November 2025 – February 2026 classes: 15 students
 - Enrolled in January – March 2026 classes: 43 students
- Services for Older Refugee (SOR) citizenship classes: 14
 - Enrolled in October – December 2025 classes: 6 students
 - Enrolled in November 2025 – February 2026 classes: 0 students
 - Enrolled in January – March 2026 classes: 8 students
- Refugee Youth Project (RYP): 199
- Afghan Refugee Support Services (ARSS): 56

The January CESL and RAP cohorts, comprising fifteen (15) classes ranging from Literacy to Advanced levels, are still in session. The CESL off-site classes at Lakend Elementary and Middle School and Holabird Judy Center are also running through the end of April.

In February, CESL and RAP concluded cohorts that began in November 2025. The cohorts comprised twelve (12) classes ranging from Literacy to Advanced levels. Eligible students will be post-tested by the end of February and registered for the upcoming cohort, which will run from March to June.

The program also has its Integrated English Literacy and Civics Education (IECLE) program with the Workforce Department, offering an IECLE-CNA/GNA course in January and the Community Health Worker (CHW) course in late February. The English Language Instruction (ELI) program's 16-week Spring semester is still in session with ten (10) classes spanning Intermediate to Advanced levels.

FY26 March Student Attainment

Out of sixty-one (61) eligible CESL and RAP students who were post-tested, 35 (57%) advanced. The remaining twenty-six (26) were recommended to repeat courses and referred to ELS tutoring services for additional academic support and remediation. Students identified as repeating or at risk of repeating coursework were provided targeted tutoring support and access to digital learning resources, including Pearson's My English Lab. Since its launch in mid-October, the tutoring center has conducted over 50 online and in-person sessions at the Harbor Campus.

WORKFORCE DEVELOPMENT AND CONTINUING EDUCATION

FY26 December – February Statistical Indicators of Performance

- From December through February, total enrollment across all pathways reached 897 students. December enrollment totaled 182 students, reflecting typical seasonal declines. In January, enrollments rebounded sharply to 478 students (a 163% increase), demonstrating renewed engagement following the holiday period. February enrollments totaled 237 students.
- Healthcare & Allied Health continues to serve as the largest pathway, representing 59% of all enrollments, driven by high participation in the CNA Theory, Medical Terminology, CPR, Pharmacy Technician, and Venipuncture courses.
- Transportation & Information Technology each contributed 17% of overall enrollment, underscoring strong regional demand for commercial driver's license (CDL-B) licensure, Diesel Mechanic training, A+, Networking Concepts, and certification-prep courses such as Network+ and Security+.
- Education & Human Services accounted for 7% of enrollments, with childcare programs supporting workforce needs in early childhood education.

FY26 December – February Enrollment by Career Pathway

Career Pathway	Enrollments	% of Total
Healthcare & Allied Health	526	59.0%
Transportation & Skilled Trades	156	17.0%
Information Technology & Cybersecurity	153	17%
Education & Human Services	62	7%
TOTAL	897	100%

Pathway HighlightsHealthcare & Allied Health

- This pathway represents the largest workforce pipeline, with a strong interest in patient care and emergency services.
- Programs support direct employment in hospitals, long-term care facilities, emergency medical services (EMS), and pharmacy settings.
- Programs emphasize stackable credentials, clinical alignment, and employer placement.

Transportation & Skilled Trades

- This pathway addresses regional workforce shortages in commercial driving and diesel maintenance.
- Programs lead directly to licensure and employment.

Information Technology & Cybersecurity

- This pathway focuses on industry-recognized certifications.
- Programs align with rapid hiring and career advancement opportunities through entry-level pathways to information technology (IT) support, networking, and cybersecurity roles.

Education & Human Services

- The childcare program supports early childhood workforce needs.
- This pathway leads to essential community-based roles.

Strategic Impact for BCCC

- Noncredit programs serve as a primary on ramp to employment for adult students.
- Enrollment patterns align with regional labor market demands.
- Programs advance BCCC's role as a workforce and economic mobility engine.

FY26 December through February Enrollment by Course

Continuing Education Non-Credit Courses	FY26 December - February Enrollments
A+	68
Advanced Patient Care Tech	12
Cardiopulmonary Resuscitation (CPR)	105
Child Care	69
CHW Clinical	1
CNA Clinical	21
CNA Theory	183
Commercial Driver's License (CDL) -B Part 1 & 2	62
Computer Networking Concepts	59

Continuing Education Non-Credit Courses	FY26 December - February Enrollments
Department of Corrections/In-Service	47
Diesel Mechanic	35
Emergency Medical Technician (EMT)	32
Medical Terminology	119
Medicine Aide Theory	5
Network Certification Prep	12
Pharmacy	87
Security+ Certification Prep	15
Venipuncture / Phlebotomy	41
Warehouse Specialist	9
TOTAL ENROLLMENTS	914

Year-to-date enrollment for FY2026 (7/1/25–2/28/26) reflects strong momentum, with more than 1,900 participants across Healthcare, IT & Cyber, Transportation, Logistics, Skilled Trades, and Childcare. Completion and credential outcomes continue to strengthen BCCC's workforce pipeline: CNA/GNA, EMT, Network+, CDL, Childcare, and multiple IT certifications show notable credential attainment.

Program - 12/1/2025 through 02/28/2026

Healthcare

Course	Enrolled	Completers	License / Certificate
CNA/GNA	254	186	15
Pharmacy Technician	62	27	12
Venipuncture/Phlebotomy	34	47	10
Community Health Worker (CHW)	45	27	1
Patient Care Tech	11	15	3
Emergency Management Tech (EMT)	69	21	8

Cyber Security and Information Technology

Course	Enrolled	Completers	License / Certificate
A+	58	3	25
Computer Networking Concepts	59	36	36
Network +	10	0	33
Security +	16	0	19
Microsoft Core	13	13	13

Transportation, Logistics and Childcare

Course	Enrolled	Completers	License / Certificate
Commercial Driver's License (CDL) Class B	60	40	48

Warehouse & Logistics	5	5	7
Diesel Mechanics	12	20	4
Childcare (combined)	40	32	35
Construction Core	13	1	15

WORKFORCE DEVELOPMENT CAREER SERVICES

Career Services' focus is to assist current workforce students, degree-seeking students, transfers, and recent alumni with career path planning, workplace skills, job search, and employment placement. Expanding partnerships with local organizations, city agencies, and employers' remains vital to providing comprehensive support and employment to students. New employer prospecting from December to February includes:

- Clipboard Health – CNA, Medical Assistant, Phlebotomy, LPN, and RN
- Mazwi Holistic Institute – Addictions and Peer Counselors
- Focus Points Behavioral Health - Addictions and Peer Counselors
- National Center on Institutions and Alternatives (NCIA) – Direct Support Professional
- Dulaney Eye Institute – Surgical Technicians
- Allied Community Care – Direct Support Professionals
- Coca Cola Consolidated – Administrative Assistants, Operations and Production Staff
- Greater Baltimore Medical Center – Allied Healthcare Professionals

In deepening relationships with area employers, the Career Services office not only advocates for living wage opportunities for students but also invites employers to partner with BCCC as paid and unpaid internship host sites. These collaborations create valuable pathways for BCCC students to gain hands-on, real-world experience while building skills aligned with industry needs. In many cases, these internships can lead directly to employment upon completion, helping students transition smoothly into sustainable career opportunities. Beginning in January, Career Services intentionally focused on cultivating relationships with employers for potential internships listed below.

- Baltimore City Health Department – Community Health Worker
- Royal Farms Convenience Store – Leadership Pathway Apprenticeship
- Department of Juvenile Justice – Internship Opportunities vary
- Baltimore City Office of Equity and Civil Rights – Legal Assistant Internship
- Hassan, Hassan, Hassan, & Tuchman – Legal Assistant Internship

Career Services delivers comprehensive career preparation and job-search support designed to ensure Workforce Development & Continuing Education (WDCE) completers are fully prepared for their next step. Services are provided through individualized coaching, group sessions, and structured workshops focused on career development and job readiness.

During this period, Career Services continued to provide individualized services that promote student success. This month the office emphasized student remediation and intensive career support. Students presented unique employment barriers, including difficulty securing employment due to background check concerns or limited work and volunteer experience. These sessions focused on rebuilding employment strategies, identifying alternative pathways, strengthening résumés, and providing individualized guidance to increase employability and workforce confidence.

Student Services Provided in February

- Mock Interviews: 12
- Résumé Review: 39
- Internship: 12
- GED Assistance: 3
- Job Search / Employment Assistance: 18
- Advisement: 15
- Interest in Workforce Program: 4
- Job Readiness Course Assistance / Remediation: 24
- Follow-up: 36
- Wraparound Services Referrals: 8

Presentations / Workshops / Employment Events

- STEP-UP/Baltimore City Office of Child Support Services Career Fair
- Baltimore City Public Schools – Alternative High School/MOED Job Fair.
- Job Readiness / Résumé Development Workshop; BCCC Respiratory Care Program: 9
- Virtual Orientation for IET-CNA Workforce Program: 12
- Employability Skills Workshop; BCCC School of Business: 17
- Employability Skills Workshop; BCCC Associate Degree Nursing Program Part 1 of 6: 15

Community Outreach Events in February

- MOED Safe Streets Penn North Hiring/Resource Fair
- University of Maryland Medical Center Wellness Wednesday Event
- Our Daily Bread Employment Center

From December through February, a total of sixty-three (63) students obtained employment, with an average hourly wage of \$20.38. The majority of placements occurred within the healthcare sector, with students securing positions at prominent employers including the University of Maryland, LifeBridge Health, and Johns Hopkins.

December to February Placement Summary (as of 2/24/2026)

Pathway	Employer	Position	Hourly Rate
Phlebotomy	ICS Security Services	Armed Security	\$20.00
Pharmacy Technician	Johns Hopkins	CNA	\$18.00
Phlebotomy	Catholic Charities of Baltimore	Direct Support Professional	\$19.50
Cybersecurity	Affiliate Sante Group	Crisis Phone Counselor	\$25.00
Cybersecurity	Concentra Medical	Physician Assistant	\$57.43
CDL	Primus Aerospace	Driver	\$20.00
CHW	Fresenius Medical Care	Dialysis Technician	\$22.00
CDL	Comfort Keepers Home Care	Nurse Aide	\$19.75
Cybersecurity	T-Mobile	Customer Technical Support Specialist	\$25.00
CHW	GBMC	Patient Services Assistant	\$19.00
Microsoft Specialist	Hyatt Regency	PBX Operator	\$20.00
Pharmacy Technician	Walgreens	Customer Service Associate	\$17.00

Phlebotomy	Maryland Live Casino	Guest Services Associate	\$15.00
Phlebotomy	Orioles Park at Camden Yards	Security	\$15.00
Pharmacy Technician	Carroll Park Healthcare	GNA	\$19.50
CNA	Senior Helpers	Home Health Aide	\$17.00
Warehousing & Inventory	Kohl's	Forklift Driver	\$16.00
Phlebotomy	Summerwood Corporation	Shift Manager	\$17.80
Phlebotomy	Emerge Baltimore Inc	CMT	\$21.00
Childcare	SSA Group	Aide	\$15.00
Construction Core	Jimmie's Drywall	Drywall Mechanic	\$25.00
December Totals		21	\$21.14

Pathway	Employer	Position	Hourly Rate
Biology Major - Credit Side	University of Maryland-Dept. of Neurobiology	Biology Internship	\$16.25
CDL	Frontier	Customer Service Associate	\$17.00
CDL	MBG Enterprises	CDL Sanitation Driver	\$25.00
CHW	Elite Security, Inc.	Security	\$19.00
CHW	Chase Brexton Healthcare	Case Manager	\$27.00
CHW	JJK Helping hands	Lead House Manager	\$30.00
CNA	University of Maryland Medical Center	CNA	\$18.15
CNA	University of Maryland Medical Center	CNA	\$18.15
CNA	University of Maryland Medical Center	CNA	\$18.15
CNA	Johns Hopkins Hospital	CNA	\$23.00
Cybersecurity	Chase Brexton	Case Manager	\$27.00
Cybersecurity	United States Postal Service	City Carrier/Acting Supervisor	\$34.00
Cybersecurity	V&M Systems Group	Program/Project Manager	\$38.50
Early Childcare	Baltimore City Public Schools	Early Childhood Education Teacher	\$17.00
Early Childcare	Celebree School	Lead Teacher	\$17.50
PCT	LifeBridge Health - Sinai Hospital	CNA	\$20.00
Phlebotomy	Quest Diagnostics Inc.	Lab Assistant	\$19.05
Psychology Major - Credit Side	Focus Point Behavioral Health (FPBH)	Psychiatry Internship	\$17.50
Warehouse	Harvest Fare Supermarket	Warehouse Agent	\$15.50
Warehouse	Giant Food	Stocker	\$16.25
January Totals		20	\$21.70

Pathway	Employer	Position	Hourly Rate
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CDL	National Center on Institutions and Alternatives (NCIA)	Direct Support Position	\$19.00
Respiratory Care - Credit	University of Maryland Medical Center	Respiratory Care Therapist	\$19.25
Respiratory Care - Credit	University of Maryland Medical Center	Respiratory Care Therapist	\$19.25
Respiratory Care - Credit	University of Maryland Medical Center	Respiratory Care Therapist	\$19.25
Respiratory Care - Credit	University of Maryland Medical Center	Respiratory Care Therapist	\$19.25
Respiratory Care - Credit	University of Maryland Medical Center	Respiratory Care Therapist	\$19.25
CNA	Capital City Nurses	CNA	\$17.00
CNA	Sinai Hospital	CNA	\$17.00
CNA	Sinai Hospital	CNA	\$17.00
Pharmacy Technician	University of Maryland Medical Center	Housekeeping	\$19.00
CNA	CSI Dignity Memorial Services	Services Assistant	\$15.00
CNA	Dollar Tree Discount Store	Sales Assistant	\$15.50
Pharmacy Technician	Arrow Child and Family Ministries	Office Clerk/Admin. Assistant	\$18.75
Diesel Mechanic	Gray & Son	Asphalt and Pavement Worker	\$22.00
CDL-B	BWI - Thurgood Marshall Airport, Transport Division	Airport Shuttle Driver	\$16.00
Pharmacy Technician	Higher Achievement Baltimore	Center Aide	\$25.00
Community Health Worker	Abacus Staffing/MD State Dept. of Transportation	Administrative Assistant	\$15.25
EMT	C. Care Custom Contract Manufacturing	Operations Assistant	\$15.00
CDL-B	Transdev Mobility Company	Mobility Van Driver	\$22.00
CDL-B	Maryland Reprographic Corp.	Driver	\$20.00
CDL-B	Time Organization	DDA Services Driver	\$16.00
CDL-B	Amazon BWI-2	Delivery Van Driver	\$17.00
February Totals		22	\$18.31
December – February Totals		63	\$20.83

FACILITIES

Projects Under Construction

Restrooms Renovation Project – Total (14 Units)

Project Location: Main Building and Students Service Wing

The demolition and complete renovation of fourteen (14) public restrooms located in the Administration and Student Services wings of the Main Building is currently underway. Four (4) restrooms on the ground floor of the Administration Wing and four (4) restrooms on the first floor of the Student Services Wing are completed. The remaining work is in progress, and the project is expected to be completed by March 31, 2026.

Project State: Complete 80%**Windows and Storefront Replacement****Project Location: West Pavilion**

The removal and replacement of the existing windows and storefront system at the West Pavilion, undertaken to enhance the building's appearance, improve energy efficiency, increase weather protection and structural performance, and ensure compliance with current building and safety codes, begins on Monday, March 2 with asbestos remediation. The project is scheduled to be completed on May 29th.

Project State: Complete 20%***Projects In Design Phase*****Restrooms Renovation Project****Project Location: West and South Pavilions**

The renovation of the existing public restrooms located at West and South Pavilions will update outdated fixtures and finishes, improve accessibility and sanitation, enhance energy and water efficiency, and ensure compliance with current building and ADA standards. TMG Construction Corp. has been awarded this contract and will begin scheduling upon receipt of the Notice to Proceed (NTP) from the Procurement Department. The contract is expected to last approximately 180 days.

Project State: Bidding Process**Dental Hygiene Clinic Renovation****Project Location: Life Sciences Building**

The renovation of the dental clinic is essential to ensure that the College Program continues to meet current academic, clinical, and regulatory standards. Colimore Architects has submitted 100% complete design and construction documents (CD). The project's bidding package has been forwarded to the Procurement Department, and a competitive bidding process will be initiated in accordance with procurement guidelines.

Project State: Bidding Process**Roof Replacement Project****Project Location: Physical Education Center**

The removal and replacement of the existing 60-year-old roof system at the Physical Education Center will address persistent leaks, improve insulation and drainage, extend the roof's service life, and ensure compliance with current building and energy codes. The estimated project duration is 90 days.

Project State: Design Process 100% Completed – Start Bidding Process**Restrooms Renovation Project (DGS)****Project Location: Life Sciences 1st, 2nd, 3rd and 4th Floors**

This project involves the complete renovation of the existing public restrooms. The goal is to modernize the facilities, improve sanitation and accessibility, upgrade the plumbing and electrical systems, and ensure full compliance with current building codes and ADA standards.

Windows Replacement Project (DGS)**Project Location: South Pavilion**

The removal and replacement of the existing windows and storefront system at the South Pavilion will enhance the building's appearance, improve energy efficiency, increase weather protection and structural performance, and ensure compliance with current building and safety codes.

Curtainwall, Roof Replacement and IT Offices Relocation (DGS)**Project Location: Fine Arts Wing**

The removal and replacement of the existing curtainwall system at the Fine Arts Wing will enhance the building's appearance, improve energy efficiency, increase weather protection and structural performance, and ensure compliance with current building and safety codes. Additionally, the project includes redesigning the interior to accommodate the IT offices and replacing the roof, which dates to 1965.

Learning Commons Renovation and Addition Project (DGS)**Project Location: Library**

The BCCC Library, constructed in 1968, has served students, faculty, and staff for over five decades. Over time, the facility has become outdated and no longer meets current educational, technological, and accessibility standards. Renovation is essential to provide a modern, safe, and functional learning environment that supports the evolving needs of students and staff.

Wellness Center Project (DGS)**Project Location: Next to the Physical Education and Facilities buildings**

BCCC plans to remove the existing temporary Facilities Building and construct a new Wellness Center on its main Liberty Heights Campus, totaling 137,000 gross square feet (GSF) and 95,000 net assignable square feet (NASF). Once completed, the state-of-the-art Wellness Center will provide highly flexible, specialized environments for welcoming and orienting users, supporting the College's wellness and fitness programs and activities, accommodating related instructional facilities, and housing the building's support functions.

New Facilities Building Project (DGS)**Project Location: At the rear of the Fine Arts Wing**

BCCC has requested the construction of a new Facilities building to support the institution's operations and maintenance. The project includes demolishing the current building, an older prefabricated structure that has exceeded its lifespan.

Nursing Building Renovation and Addition Project (DGS)**Project Location: Nursing Building**

BCCC needs to renovate and expand the 46-year-old facility, which is beyond its useful life and no longer serves the needs of today's students. This is the second project in the Facilities Master Plan to transform the Liberty Campus. Creating a modern nursing simulation lab space will prepare our students for the ever-growing healthcare field in this region.

Emergency Generators Upgrade Project**Project Location: Campus Wide**

The removal and replacement of the existing aging emergency generators at the Main Building, Life Sciences Building, and West Pavilion will ensure reliable backup power for essential building systems, improve system performance, comply with current electrical and environmental standards, and enhance the facility's emergency power capacity. The project also includes the installation of new emergency generator systems in all other BCCC buildings to ensure comprehensive backup power coverage across the campus.

Wayfinding Signage Project**Project Location: Campus Wide**

The design, fabrication, and installation of new wayfinding signage throughout the BCCC Campus will improve campus navigation, provide clear and consistent directional information, enhance the visitor experience, and strengthen campus identity through cohesive signage design.

Replace Two Heating Boilers Project**Project Location: Main Building**

The removal and replacement of (2) old heating boilers in the Main Building will provide a reliable and energy-efficient heating system that meets current safety and performance standards, improves occupant comfort, and reduces maintenance and fuel costs.

Electrical Grid Update Project**Project Location: Campus Wide**

The upgrade and modernization of the existing electrical distribution system across the BCCC Campus will improve electrical reliability, safety, and capacity to meet current and future campus power demands. The upgrade will replace aging infrastructure, improve energy efficiency, and ensure compliance with modern electrical codes and standards.

STUDENT AFFAIRS + REALIGNMENT TASK #5**Office of the Vice President for Student Affairs**2025-2026 Priorities

Priority One: Strengthen student retention and completion through implementation of a first-year experience (FYE) program that includes mandatory advising & orientation sessions, peer mentoring, and success workshops (i.e., time management, financial literacy, and career planning). In collaboration with Academic Affairs, develop and implement an early alert system to identify at-risk students to improve student persistence and degree attainment.

Priority Two: Rebrand and enhance external partnerships with Baltimore City Public Schools to develop targeted developmental coursework that supports college readiness and expands dual enrollment access. This initiative aligns with the Blueprint for Maryland's Future by creating structured academic pathways for high school students, particularly those who need additional preparation to succeed in college-level work.

Priority Three: Develop and implement the Strategic Enrollment and Retention Plan "*Building Bridges to Success: Strategic Enrollment and Retention Framework*" to support institutional growth and student success. This initiative will focus on data-informed decision-making, targeted outreach to underserved populations, and the integration of academic and student support services.

Priority Four: Complete a comprehensive review of existing student policies to identify outdated or inequitable practices and, where necessary, lead to the development of new policies that better support student success, engagement, and well-being.

Priority Five: Collaborate with Academic Affairs to assess the current academic advising model and develop a more integrated, student-centered approach. This initiative will involve a comprehensive evaluation of advising structures, practices, and outcomes, with the goal of implementing a new model that is proactive, equitable, and aligned with national best practices.

Priority Six: Rebrand the Mayor's Scholars Program to "*City Scholars Program*", reflecting a broader, more inclusive identity that resonates with Baltimore City students and families. This reimagined initiative will include enhanced programming, proactive advising, and targeted student recruitment strategies to strengthen the dual enrollment pipeline and improve student outcomes.

Priority Seven: Streamline student services to improve student experience. Priorities include developing a student handbook, enhancing new student orientation experience (virtual, online, in-person), implementing chatbots, automated phone services, and mental health services or accommodations. As well as developing integrated service models that reduce barriers and improve responsiveness.

Priority Eight: Implement a comprehensive professional development plan focused on enhancing staff competencies, student engagement, and service excellence. Development of a student-centered customer service model that promotes consistency, responsiveness, and care across all student touchpoints.

Area Highlights

RECRUITMENT & ADMISSIONS

During February, the Office of Recruitment and Admissions continued its outreach efforts through campus visits, community partnerships, and recruitment events that strengthened BCCC visibility across Baltimore City. The team participated in information sessions, campus tours, application workshops, and community programs. While a few events were canceled due to school schedule changes and external factors, the team successfully completed fourteen confirmed outreach activities. This represents an increase from eight confirmed outreach activities conducted in January and reflects a seventy-five percent increase in recruitment activity month to month.

The increase in outreach activity reflects continued efforts to expand recruitment presence across Baltimore City schools and community organizations. In January, the outreach included school information sessions, campus tours, and the Spend the Day at BCCC event. In February, recruitment efforts expanded to include additional school visits, application support sessions, and large recruitment events such as the CIAA National College Fair.

Student engagement also increased between the two months. January outreach activities reached approximately 107 prospective students through school visits, tours, and community events. In February, outreach efforts reached more than 1,100 prospective students and families. Much of this increase was driven by participation in the CIAA National College Fair, where approximately 1,000 individuals engaged with BCCC representatives. Additional engagement occurred through application workshops at ConneXion and Digital Harbor, campus tours, and information sessions hosted with organizations such as Youth Empowered Society, Jubilee Arts, and Thread TouchPoint.

These outreach efforts support the college recruitment strategy to expand awareness of BCCC academic programs, strengthen partnerships with Baltimore City schools and community organizations, and increase the number of prospective students entering the admissions pipeline. Application assistance events and campus tours remain key strategies for helping prospective students move from initial interest to application submission and enrollment.

Overall, the increase in outreach events from January to February reflects continued progress toward expanding BCCC recruitment visibility and strengthening the prospective student pipeline across Baltimore City schools and community organizations. Combined outreach efforts in February resulted in engagement with more than 1,100 prospective students and families, compared to approximately 107 students reached through outreach activities in January.

Date of Event	Organization/ School	Event Type	Audience
2/4/2026	Baltimore Leadership School for Young Women	IMentor Session	HS seniors
2/5/2026	Juvenile Detention Center	Information Session	School Administration
2/10/2026	Independent Family	Testing/ Campus Tour	Family
2/10/2026	ConneXion	Application Blast	HS seniors
2/11/2026	Youth Empowered Society	Campus Tour	Seniors
2/13/2026	Fallstaff ES	Information Session	Families
2/13/2026	Jubilee Arts	Winter Celebration	High Schoolers
2/18/2026	TouchPoint	Dual Enrollment	High Schoolers
2/19/2026	Digital Harbor	Application Blast	High Schoolers
2/19/2026	Academy for College	Parent Night	Families
2/25/2026	Chester MS	Campus Tour	MS students
2/25/2026	CIAA College Fair	College Fair	HS Students
2/26/2026	Mervo HS	BCCC Day	HS Seniors
2/27/2026	Independent Family	Testing/ Campus Tour	Family

Admission Operations

	Number of Visits
February	289

Visits by Day of the Week: February 1 – February 28, 2026

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Visits
Admissions Visits	60	77	65	47	34	6	289

The peak visiting day was Tuesday.

EARLY COLLEGE ACCESS & PROGRAMS

Throughout the month of February, the Early College Office engaged internal, district, and school partners in efforts to improve and deepen the impact of Baltimore City Community College's (BCCC) Dual Enrollment Program.

School Supports

- Conducted fall check-ins with partnering high schools to learn what is working well, resolve challenges, reconcile student registration, plan for Spring '26, and schedule SY '27 planning.
- Collaborated with BCCC's Academic, Admissions, and Registrar offices, as well as school teams to resolve outstanding student enrollment concerns
- Consistently trouble shoot and support schools, professors, students, and families with all dual enrollment related matters, including processes for attendance and grade sharing

Professional Development

- The Early College Office received training for Canvas course review after being granted access. This access will enable the office to implement the progress monitoring and intervention processes Assistant Dean White created when the original request was made in early 2024.

Next Steps:

- The Early College team has begun professional development planning to refresh current partners and teach new partners critical dual enrollment processes to ensure more efficient, streamlined processes for student application completion and submission, registration, and progress monitoring.
- The Early College team continues to request collaboration with the Academic, Admissions, and Registration offices to create more efficient, streamlined processes for student admission and registration, as well as communications regarding professor assignments and student progress monitoring.

INTERNATIONAL STUDENT SERVICES

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.

Operational Highlights

International Student Services

- **Individual Meetings:** ISS staff held 130 meetings with F1 students, their representatives, or other non-U.S. citizens to address residency verification concerns, as well as general students. These meetings comprised 43.6% (n=298) of all Admissions meetings. Of these meetings, 10% (n=13) were general admissions issues.
- **Federal Compliance:** Submitted final application for recertification to the Department of Homeland Security (DHS)/Student & Exchange Visitor Program (SEVP), as required by a semiannual recertification process due 03/26/2026, in collaboration with almost every Cabinet area.
- **SEVIS Compliance and Student Records:** Completed SEVIS registration for all F1 students who successfully finalized their spring 2026 course registration. Reviewed and processed cases related to full-time enrollment requirements, including medical reduced course loads and other qualifying exceptions.
- ISS Staff participated in meetings with the Maryland International Education Committee/Study

Maryland.

- International Students Club (ISC):
 - Held four weekly meetings of the club.
 - Completed preliminary plans to repeat the successful “BCCC’s Got Talent” event, scheduled for April during Panther Pride Week. The talent show is open to all students. ISC is collaborating with Theater majors and faculty this year, who will help run the auditions and produce the final event. Judges will be faculty and staff with creative backgrounds.

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 continue.
- Campus Programming: ISS will hold workshops in the spring for travel, employment, transfer out, and post-graduation options, as well as open houses for prospective students.

MAYOR’S SCHOLARS PROGRAM (MSP)

Operational Highlights

The Mayor’s Scholars Program (MSP) met with leadership from Baltimore City Public School System to explore strategies for more intentionally integrating Baltimore City Community College into every graduating senior’s postsecondary plan. The discussion focused on strengthening the connection between high school completion and accessible, affordable higher education opportunities for Baltimore City students.

This collaboration presents a highly promising opportunity for the college. By aligning outreach, advising, and early college awareness efforts with the district’s senior planning process, BCCC can become a consistent and visible option for students pursuing postsecondary education. Such alignment could help ensure that more graduating seniors are aware of the college’s academic programs, career pathways, workforce credentials, and transfer opportunities.

In addition, this partnership has the potential to establish a more structured pipeline from BCPSS to BCCC, expanding dual enrollment participation, strengthening college readiness support, and improving the transition from high school to college. Over time, these coordinated efforts could significantly increase the number of students who enroll directly at BCCC after graduation, creating a larger and more stable incoming first-year class while also advancing the shared goal of expanding postsecondary access and economic mobility for Baltimore City students.

Summer Bridge Program

Applications for both the YouthWorks program and the summer food service program have been successfully submitted for Summer 2026. These initiatives are designed to expand opportunities for student employment, engagement, and support services during the summer months.

Participation in the Baltimore City YouthWorks program will allow the college to provide meaningful work experiences for Baltimore City youth while introducing participants to the academic programs, workforce pathways, and support services available at Baltimore City Community College. This engagement also serves as an important early outreach strategy, helping students view the college as a viable and accessible postsecondary option.

Similarly, submitting the application for the Summer Food Service Program will enable the college to help address food insecurity among youth and families during the summer months when school-based

meal access is limited. Together, these initiatives reinforce the college's commitment to supporting Baltimore City youth beyond the academic year while also building early connections that can lead to increased awareness, engagement, and eventual enrollment.

General Programming:

The MSP team continues weekly communications for MSP students whose FAFSA applications have not been completed with a reminder to submit the 2025-2026 & 2026-2027 applications. MSP will collaborate with the Financial Aid Dept to host a session to support students that have not completed the FAFSA and/or have questions.

Next Steps:

- Enhance the existing communication plans for Banner and CRM for the MSP department.
- Continue scheduling direct senior engagement with each BCPSSS high schools.
- Continue the Granville T. Woods program relaunching efforts.

VETERAN SERVICES

Overview

Baltimore City Community College Veterans Services is dedicated to enhancing and reinforcing comprehensive support systems that advance the academic achievement and collegiate experience of veteran students. The program provides coordinated academic, social, and transitional services designed to address the unique needs of student veterans while fostering a welcoming and inclusive environment. Veterans Services aims to empower student veterans on campus by providing support, resources, and collaboration to help them achieve academic success and enrich the community through recognition of their experiences.

Next Steps

- **Develop Extracurricular Programming for Veteran and Military-Connected Students:** Design and implement programming that creates opportunities for engagement, community-building, and peer connection among veteran and military-connected students while also increasing awareness of available veterans' education benefits, campus resources, and enrollment opportunities at Baltimore City Community College.
- **Strengthening Communication and Outreach Efforts:** Enhance communication with veteran and military-connected students by providing consistent reminders regarding benefit requirements, certification timelines, and key academic deadlines. Expand outreach efforts to ensure students remain informed, connected to available support services, and engaged with the broader campus community.

TRIO STUDENT SUPPORT SERVICES PROGRAM

In February, the TRIO Student Support Services (SSS) Program at Baltimore City Community College advanced student success through targeted outreach, onboarding of thirty (30) new participants, and individualized academic, personal, and career support services.

Number Funded to Serve: Objective Met

- **Target Enrollment:** 230
- **Actual Enrollment:** 230 students (100% capacity) with 15 waitlisted students

Advising and Student Support

Staff continued to conduct student *check-ins* – Reviewing degree audits, career paths, workforce options, transfer to 4-year partner institution, tutoring needs, and technology access while connecting students to campus and community resources.

StudentLingo Engagement:

Student engagement with StudentLingo resources continued throughout the month of February. Usage data reflects the following: Usage data shows that 192 learners accessed the platform, with a total of 3 visits recorded. During this time, students viewed 59 pieces of content and completed 4 workshops.

- Total Learners: 192
- Total Visits: 3
- Total Content Views: 59
- Total Content Completions: 4

These engagement metrics reflect ongoing student access to academic and personal development resources designed to support student success, skill-building, and persistence. Continued promotion of StudentLingo workshops will help increase participation and content completion in future months.

Student Engagement and Outreach

Student engagement efforts this month focused on direct student support, transfer outreach, and expanding academic resources for TRIO SSS participants. The SSS team attended the Transfer Fair on February 26, 2026, representing TRIO SSS and connecting with multiple institutions to gather information on transfer opportunities for students.

Additionally, the new Retention Counselor, Ms. Jean, met with the Transfer and Articulation Services Coordinator to build a deeper understanding of BCCC's transfer pathways, articulation agreements, and transfer processes. Ms. Jean has also met with the Assistant Director of Frostburg State University at the Transfer fair to gain a clearer understanding of transfer requirements and cost expectations for students. This professional development supports the TRIO SSS team's ability to provide accurate advising and improved guidance for students preparing for their next academic steps.

The program welcomed thirty new participants, with fifteen waitlisted students. Recruitment efforts included:

- Evaluation of TRIO Blumen database to review and approve new applications.
- Collaboration with campus partners remains strong, ensuring early identification of eligible students and a seamless onboarding experience.

Professional Development***MEAEOPP Conference (February 15, 2026–February 18, 2026)***

The SSS Staff attended the Mid-Eastern Association of Educational Opportunity Program Personnel (MEAEOPP) Conference, a regional professional development conference for TRIO professionals. The conference sessions directly supported TRIO Student Support Services (SSS) objectives, including improving student retention, academic performance, persistence, and graduation rates among first-generation, low-income students, and students with disabilities. Workshops focused on:

- Strengthening academic support models and early alert strategies
- Enhancing intrusive advising and case management practices
- Improving documentation, data collection, and Annual Performance Report (APR) alignment
- Ensuring compliance with federal TRIO regulations
- Developing leadership and transfer support initiatives

- Implementing culturally responsive and student-centered engagement strategies

As a regional partner of the Council for Opportunity in Education, MEAEOPP plays a critical role in advancing the mission of educational equity and access. The conference offered valuable networking opportunities, resource sharing, and actionable strategies that will enhance service delivery and program effectiveness within TRIO Student Support Services.

Overall, the experience strengthened staff knowledge of TRIO regulations, compliance expectations, and student-centered practices, which will directly benefit our students and program operations.

Administrative Updates

- In February, TRIO SSS welcomed a new Retention Counselor, Michaela Jean, to the TRIO team. She brings extensive experience in student advising and retention, along with prior experience working with TRIO programs.
- With support from the entire TRIO team, Interim Director Edwards successfully completed and submitted the TRIO SSS Annual Performance Report (APR) to the U.S. Department of Education by the February 18, 2026, deadline.
- TRIO SSS staff continue finalizing arrangements for the spring cultural event at UMBC to attend the musical *The Wonderful Wizard of Oz*. Staff are also continuing to plan the Spring Break College and Cultural Tour to Philadelphia on April 1st.

TRIO UPWARD BOUND MATH & SCIENCE (UBMS) PROGRAM

Number Funded to Serve: Objective Met

- **Target Enrollment:** 62
- **Actual Enrollment:** 62 students (100 % capacity)

Outreach and Recruitment

During February, UBMS concentrated on finalizing recruitment for the 2025–26 school year. Outreach took place at school community events, complemented by weekly follow-up calls to students and families from previous school visits. Recruitment efforts included school community outreach and BCCC Student Affairs collaborations.

BCCC Engagement & Outreach

BCCC Admissions and UBMS Meeting, February 03, 2026

An admissions meeting was convened with representatives from TRIO Upward Bound Math and Science and Student Support Services to discuss student enrollment processes, collaboration opportunities, and strategies to support prospective and current students.

CIAA DTLR High School Education Day, February 25, 2026

The event focused on academic enrichment, career exploration, scholarship awareness, and connecting students with higher education institutions and support programs. It also provided valuable networking opportunities and reinforced the importance of creating clear pathways from high school to college success.

UBMS Summer Planning

Engagement in enriching academic, cultural, and service-based experiences is essential for supporting first-generation and marginalized students as they develop confidence, leadership skills, and a sense of belonging beyond the classroom. During December, Upward Bound Math & Science participants actively participated in two meaningful events designed to foster community connection, cultural awareness, and civic responsibility.

- *Temple X Schools Partnership Keystone Meeting, Feb. 11, 2026:*
UBMS staff attended a community partnership meeting with Temple X CEO, Terris King, Jr., along with Baltimore school and community educational partners. The meeting focused on strengthening strategic partnerships and collaborating with organizations across the city to enhance environmental sustainability initiatives and learning opportunities for city school students.
- *Maryland Summer Program Youth Camp Advisory Meeting, Feb. 5, 2026*
The meeting focused on program development, regulatory updates, safety considerations, and collaborative strategies to enhance the overall camp experience for youth participants across the state.

Professional Development

MEAOPP Regional TRIO Conference | February 15–18, 2026 | Arundel Mills, Maryland TRIO

UBMS staff attended the MEAOPP Regional TRIO Conference to participate in professional development and collaborate with TRIO and educational opportunity professionals within our region. The conference focused on best practices for supporting first-generation, low-income, and historically underserved students in achieving college access, persistence, and success.

- Staff attended plenary sessions and workshops highlighting MEAOPP's strategic priorities, advocacy efforts, and initiatives that promote educational opportunity.
- Professional development sessions provided strategies for improving program impact, strengthening assessment practices, and increasing measurable student success outcomes.
- Workshops such as “**The Magic of Connection**” and “**Genius Engagement**” focused on building meaningful relationships with students and increasing student motivation, participation, and retention.
- Sessions including “**Meeting Students Where They Are**” and “**Bridging Two Worlds**” emphasized culturally responsive advising, holistic student support, and strategies for assisting students navigating academic and socioeconomic transitions.
- Staff participated in the Maryland TRIO state meeting to discuss statewide updates, policy considerations, and opportunities for collaboration among TRIO programs.
- Networking events, including the opening reception and Presidents Banquet, allowed staff to connect with colleagues, share best practices, and strengthen professional partnerships.

Overall, the conference enhanced staff knowledge, strengthened professional networks, and provided practical strategies to improve student engagement, support services, and program outcomes within the TRIO UBMS program.

Administrative Updates

- UBMS staff continue to collaborate on planning academic and enrichment activities for the 2026 Summer Residential Program, which will be held at Towson University from June 22, 2026, through July 31, 2026.
- UBMS staff are also reviewing 2024–25 APR student data to assess program performance and inform strategies for improving student outcomes.

RECORDS AND REGISTRATION

There is a decline in the Spring 2026 headcount of 485 students, with a current enrollment of 3,362, down 485 students.

The enrollment distribution by program of study for the 3,362 students reflects our diverse academic offerings and the importance of each program with most of our students enrolled in the General Studies Transfer Program.

- Addiction Counseling: 116
- Arts & Sciences Transfer – Actuarial Science: 6
- Arts & Sciences Transfer – P/A Math: 7
- Arts & Sciences Transfer – Psychology: 108
- Arts & Sciences Transfer – Science: 113
- Arts & Sciences Transfer – Theatre: 4
- Biotechnology: 49
- Business Administration Transfer: 89
- Business Management: 135
- Computer Information Systems: 129
- Computer-Aided Drafting & Design: 36
- Construction Supervision: 6
- Cyber Security and Assurance: 129
- Cybersecurity, Digital Forensics, Legal Assistant: 20 each
- Dental Hygiene: 41
- Early Childhood Education: 133
- Fashion Design – Retailing: 24
- Fashion Design: 25
- General Studies Transfer: 1,369
- Information Technology Basic Skills: 7
- Lab Animal Science: 9
- Law Enforcement & Corrections Administration – C/A: 5
- Law Enforcement & Corrections Administration – L/E: 45
- No Major: 94
- Nursing: 114
- Office Administration: 9
- Physical Therapist Assistant: 14
- Practical Nursing: 19
- Respiratory Care: 19
- Special Education Assistant: 2
- Surgical Technologist: 14
- Teacher Education Transfer: 16
- Transportation & Supply Chain Management: 37

Also, the team continues to take proactive measures to identify and flag suspicious accounts and prevent fraudulent enrollment activity. A total of 423 students has been flagged and respective holds applied to prevent students from registering for courses until respective documentation and verification of their identity is provided.

Additionally, for the 2026 Commencement we project a total of 412 graduates for Spring 2026. Among the graduates from the Summer 2025 (38), Fall 2026 (134), and Spring 2026 (240) sessions. Out of these students, 116 will be awarded an Honors associate degree.

The distribution of honors is as follows:

- High Honors (Overall GPA of 3.75 and above): 27 graduates

- Honors (Overall GPA of 3.25 to 3.749): 89 graduates

Lastly, we continue to work with our IT team, Ellucian Advisory, and other internal stakeholders to enhance operational procedures.

ATHLETICS

Both the men's and women's basketball teams are finishing their seasons. The teams are preparing for the NJCAA Region 20 Tournament. This tournament decides which teams from the states of Maryland, Delaware, Pennsylvania and New York move on to the National Championships in Kansas. The women have increased their scoring average by more than 10 points and the men's teams notched back-to-back wins for the first time this season.

Each of the head coaches is recruiting for the fall. There has been an uptick in the number of prospective student athlete inquiries submitted on the Athletic Department website. The Head Women's Basketball Coach has received commitments from area students graduating from city high schools that include Digital Harbor and Patterson.

The Athletic Department conducted theme nights to better engage the campus community and bring awareness to topics of interest and issues that affect everyone. The themes were military appreciation. The Athletic Director recognized staff and students who either served as a member of the armed services or whose parents served. The department also brought awareness to the disease of Breast Cancer. The evening theme was prevention and recognition. Statistical Information was provided to all who intended that showed the number of people diagnosed with breast cancer in the state of Maryland for both men and women. Each student was also given pink ribbons and information on free mammograms and assistance for diagnosed people who do not have health insurance. Another theme night was historical black college and university night (HBCU). Throughout the men's and women's games, the students in attendance were quizzed on their knowledge of HBCU's. Winners were given prizes and recognized. There was also a performance by the women of Zeta Phi Beta incorporated from Coppin State University. The last home game of the regular season was a recognition of BCCC staff.

Recreation opportunities for the general student population as well as faculty and staff continue to be Offered.

STUDENT SUCCESS CENTER

Advising Sessions:

- Most visits were on Tuesdays and Wednesdays.
- More students arrived between 11 am and 2 pm.
- Most students presented for assistance with Academic Planning, Career Advising and "Other" services.
- As compared to February 2025, the number of visits was slightly higher. This may be due to the number of inclement weather days in January.

Advising Sessions Raw Data:

Month	January 2025	February 2025
Advising	1217	618

February: Week Of	Count	Average Wait Times	Average Session Times
2/2/26 - 2/7/26	188	11	25
2/9/26-2/13/26	192	12	21
2/16/26-2/21/26	145	15	25
2/23/26-2/27/26*	127	14	27
Total/Average	652	13.00	24.50

* School closure on 2/23/26 due to weather

Service Type	Total Services February
Academic Planning	356
Academic Standing (Warning and Probation	27
Career Advising	78
Completion/Graduation	22
Other	105
Satisfactory Academic Progress (SAP)/Financial Aid	11
Transfer Advising	32
Withdrawal/Drop Class	2
No Response	59
Group Advising	4
Panther Success	1
Total of Departmental Services	697**

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

Operations Highlights:

- **Hiring:** The Student Success Center filled the final, vacant, Academic Advisor position. Ms. Anna Stone, a former Baltimore City and Memphis, TN school teacher, joined the SSC on February 18, 2026.

- **Near Completer Event:** On February 17, 2026, the first webinar in the *Ready? Set. Graduate!* series was held. *Ready?: Graduation Requirements* covered general graduation requirements for students in credit certificate and degree programs. There were 17 students in attendance.
- **Transfer Event:** SSC hosted an Education Program focused Tabling Session on February 26, 2026. Four colleges and universities participated including: Frostburg State University (FSU), University of Maryland Baltimore County (UMBC), Coppin State University (CSU), and Winston-Salem State University (WSSU). There are two programs that SSC would like to highlight:
 - o WSSU contacted SSC in the Fall to arrange a visit to recruit BCCC students. They offer a 4+1 program that allows students from any non-education majors² to pursue their bachelor's degree and earn a Master's of Art in Teaching. The program covers the in-state tuition rate for the final year of undergraduate and one year of graduate study; out-of-state students would have to cover the cost difference. Dr. Gunter, RAMSES Grant Project Coordinator at WSSU, reported several students expressing interest in the 4+1 program, as well as other programs at WSSU. She took students' contact information to share with her colleagues.
 - o CSU contacted SSC on February 25, 2026, to share that they received approximately \$1,000,000 in funding and may offer scholarships on the spot to students who provided transcripts, met the qualifications, and planned to major in Special Education. SSC notified faculty and students about the event, highlighting all the opportunities that would be available. CSU offered three BCCC students' full scholarships during the Tabling Session. There were students who did not have their transcripts but were provided the personal and work contact information for the representative for follow-up.

Operations Next Steps:

- **Transfer Fair:** The Spring 2026 Transfer Fair will be held on March 25, 2026, in the Main Building, Upper and Lower Atrium. To date, 25 colleges and universities have agreed to participate.
- **Near Completer Event:** The remaining two webinars in the *Ready? Set. Graduate!* series will be held in the months of March and April. *Set: Life After BCCC?* and *Graduate! You're Almost There* will take place on March 10, 2026, and April 7, 2026, respectively.
- **Nursing and Allied Health Program Workshop:** SSC is partnering with the School of Nursing and Allied Health to provide students interested in the special admission programs an opportunity to learn more about admission requirements and what to expect once admitted. This webinar will be held on March 11, 2026.

TESTING CENTER

Summary of Testing Appointments

The Baltimore City Community College (BCCC) Liberty Campus Testing Center administered 290 exams for BCCC students and community members. The data table below provides a breakdown of the testing appointments that occurred in February 2026.

Exam Name	Exams Administered	Revenue
Accuplacer	69	
Accuplacer ESL	3	
Accuplacer MSP	2	
Accuplacer ATB	0	
Accuplacer HS Testing	21	
Accuplacer Retest	3	
BCCC Course Exams	15	
Biology Exemption	4	
CLEP	2	\$101.85
Computer Literacy	6	
Computer Literacy Retest	0	
External Course Exams	3	\$67.90
GED	23	\$233.75
PearsonVue IT Exams	4	\$20
Parapro	34	\$946.05
TEAS	101	\$1,595.65
Total Exams Given	290	
Total Revenue Generated	\$4,522.35	

Data Breakdown

- BCCC Testing Center administered 290 exams in-person in February 2026.
- Significant increase in the administration of **TEAS for Nursing** and **TEAS for Allied Health** exams due to nursing and dental hygiene application deadlines across the state of Maryland, resulting in increased revenue.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	61	73	68	53	8

Updates and Collaborations Efforts towards Goals

BCCC Testing Center Staff administered group testing in preparation for summer/fall registration:

- Administered the English, Math and ESL Accuplacer for **21 Carver Vocational-Technical High School on February 5, 2026**

- i. Aligns with Test Center's Enrollment Goal #2: **Offer Accuplacer testing to prospective students as a recruitment effort.**

DISABILITY SUPPORT SERVICES

During February 2026, the Disability Support Services Center (DSSC) at Baltimore City Community College experienced a productive month marked by strong student engagement, institutional collaboration, and continued progress in advancing accessibility initiatives across campus.

Throughout the month, approximately 49 students renewed their accommodation services, while 16 new student intakes and orientations were conducted. These efforts resulted in a total of 65 students receiving disability support services for the Spring 2026 semester during the 14th and 16th week registration periods. These numbers reflect DSSC's continued commitment to ensuring that students with disabilities have timely access to appropriate academic accommodation and supportive services.

Dr. Bryan Miller, Director of DSSC, maintained a highly active administrative and student support schedule, participating in 55 meetings and consultations during the reporting period.

Month	Renewal Accommodations	Intakes
January	40	5
February	9	11
Total	49	16

Total Students for Renewals and Intakes for Spring, 2026: 65

A key compliance milestone was also achieved during the month. The Maryland Higher Education Commission S-25 Report on Students Registering for Accommodation for Disability was successfully completed and submitted on February 17th, meeting all required deadlines established by Maryland Higher Education Commission.

Additionally, DSSC leadership and staff conducted a comprehensive audit of assistive technology software and equipment inventory. The audit emphasized exploring emerging assistive technologies and innovative accessibility tools that align with the evolving academic needs of students with disabilities. By strengthening and modernizing its assistive technology infrastructure, DSSC aims to empower students with greater independence and ensure they have the necessary tools to fully engage in academic and campus life.

STUDENT SUPPORT & WELLNESS SERVICES

During the month of February 2026, the Student Support and Wellness Services office (SSWS) served approximately (58) students, virtually and in person via office visits, intakes, and scheduled counseling sessions with (25) new student service requests. The Counselors, Cortney Merritt, LCSW-C and Brian Taltoan, LCPC, conducted counseling intakes and facilitated (33) in-person (in-office) and virtual (telehealth) individual counseling sessions. Students presented this month with issues surrounding school-related stress and anxiety, test and social anxiety, depressive symptoms, struggles with basic needs and resources, interpersonal and relationship (family, romantic, platonic) issues and grief. mental health symptoms.

SSWS was represented at (21) on/off campus planning and routine meetings. These meetings ranged from: weekly check-ins with key staff, professional development, and Student Affair, Academic Affairs, & Workforce Development departmental collaborations. We continue to partner with Student Life and Engagement and their BCCC community events, AED-GED, Pre-100. BCCC Cabinet has finalized our MOU agreement with the American Lung Association, and we will be adding new workshops on asthma starting in March 2026.

SSWS counselors attended (8) off-campus meetings and continuing education events to help continue attaining knowledge, competencies and build community partners & resources to best serve students. The continuation of identifying basic needs, resources, and campus support is active. Further efforts will continue in hopes of creating personalized resources for the BCCC community.

Fourteen members of faculty and staff contacted SSWS for counseling support, event planning, or community resources. Three classroom presentations were facilitated. We continue to partner with the staff/faculty at Harbor Place to ensure all students are being served, and we conduct bi-weekly healthy relationship building workshops at the Harbor campus location, and we conducted 8 workshops for students this month.

Lastly, Ms. Merritt passed her Social Work Licensing exam and is now fully licensed as an LCSW-C.

STUDENT LIFE & ENGAGEMENT

The Office of Student Life & Engagement spent November highlighting several different awareness initiatives and acclimating students to the engagement opportunities for Baltimore City Community College.

Logistics Planning Committee Meetings

The Assistant Dean of Student Life & Engagement continued hosting the bi-weekly logistics meetings. These meetings include representatives from all departments on the main campus and partners at the Harbor and RPC locations. The committee discusses upcoming events each month and coordinates logistics for each event. Many collaborations and new events occur because of these routine meetings. This semester, Assistant Dean has started working closely with representatives from the Harbor Location to increase engagement and resources. The Assistant Dean of Student Life & Engagement has been working with staff at the Harbor Location to identify the needs and use of resources, as well as a review of data that shows the increase in student traffic at programs, to create a strategic plan for enhancing programming and engagement at that location.

Graduate Advisory Committee

The committee is another ad hoc committee of the Student Government Association, focused on getting a pulse on the seniors throughout the year and assisting with graduation requirements for students as well as activities. For the meeting in the month of February, the committee focused on outlining what interests of this year's graduates are, and how they can help prepare students for graduation as BCCC advances through the spring semester. The committee will soon launch a survey to gauge the interest of graduates.

Inter-department Collaborations

Admissions

The Office of Student Life & Engagement and the Office of Admissions collaborated to host the Celebration of Black History Month. This event featured a Black Business Expo and a tribute to African American Fraternities & Sororities. This was paired with a very successful tour of the campus and campus presentations for Chester Charter School, a middle school based out of Chester, PA. The school brought 25 students and 4 chaperones to tour the campus and listen to presentations. Their day ended with attending the Black Expo for Black History Month. The Expo featured mascots from various CIAA schools such as Virginia State University, as well as members of the Divine Nine historically African American fraternities and sororities.

Hunger Free Campus Grant New Developments

As BCCC continues to support the one-year Hunger Free Campus grant, the office of Student Life & Engagement has worked with Facilities to begin transforming a room in the building to become the renovated Food Pantry. Through these renovations, it will allow the campus to add a refrigerator to store fresh vegetables and meats for students. This is a part of the campuses healthy-living initiative as a Hunger Free campus.

Academic Affairs

The Office of Student Life & Engagement collaborated with Academic Affairs to host a Plagiarism Workshop on February 17, 2026. Professor Vance and Academic Affairs members shared academic and writing techniques with students during this event.

Student Government Association (SGA) – Baltimore Collegetown

Seven members of SGA attended a one-day retreat hosted through UMBC. This conference featured techniques on improving various aspects of SGA. BCCC SGA members had a chance to collaborate with their peers from other colleges and universities across Maryland.

20th Winter Student Leadership Retreat

Kyah Young, SGA President attended the 20th annual Winter Student Leadership retreat at University of Maryland – A. James Clark School of Engineering campus. She was the only student from BCCC chosen to receive free lodging, food, and retreat costs all paid through the retreat sponsors (Amazon, W.L. Gore, Lockheed Martin and L3Harris among others). The retreat was focused on building the skills students need to stand out during interviews and internships.

Community Service

Community Organization	BCCC Organization	Date(s)	# of Hours
Project Love Yourself	Student Leadership Club	Ongoing	2
Paul's Place	Student Leadership Club	2/26	3
		Total Hours	5 hours

Activities and Events

Event Title	Sponsoring Org.	Date	Attendance
The 100 Year History of Black History Month	Enoch Pratt Library	2/3/2026	12
SGA General Body Meeting	Student Government Association	2/4/2026	19
National Wear Red Day for Heart Disease	Student Life & Engagement	2/6/2026	27
All Day Black History Movie Screenings	Student Life & Engagement	2/7/2026	14
Love Yourself Beauty Workshop	Student Life & Engagement	2/9/2026	21
Voter Registration Drive	Student Life & Engagement	2/20/2026	11
Black Cinema Tuesday	Student Life & Engagement	2/20/2026	8
Valentine's Day Celebration	Student Life & Engagement	2/11/2026	78
Valentine's Day Love Booth	Student Government Association	2/12/2026	32
Black Cinema Tuesday	Student Life & Engagement	2/17/2026	7
Beyond the Scoreboard Screening	Student Life & Engagement	2/21/2026	25
Mind & Motion: African Music Experience	Student Life & Engagement	2/23/2026	13
Bus Trip to Smithsonian African Museum	Student Life & Engagement	2/24/2026	31
Meet and Greet: Celebration Black Businesses & Diving Nine Organizations	Student Life & Engagement	2/25/2026	64
Panther Leadership Workshop Series with Student Leaders	Student Leadership Club	2/26/2026	8
Keeping it Real Lecture Series	History & Anthropology Club	2/27/2026	43

INFORMATION TECHNOLOGY + REALIGNMENT TASK #9**Office of the Chief Information Officer**2025-2026 Priorities

Priority One: Create an automated phone service that would connect students with the appropriate office and also an AI/chatbot web-based functionality.

Priority Two: Develop internal communication and centralized intranet locations for employee resources

Priority Three: Conduct a needs assessment that will determine operational technology. Identify the departments that require immediate attention and begin addressing technology needs in a tiered approach.

Priority Four: Create a data-governance committee that continuously updates policies and procedures and cross communicates with all faculty and staff.

Priority Five: Implementation of Data Center Modernization II which backs up College data at the Liberty Campus, BioPark location and to the cloud as an additional safety measure

Area Highlights

With an eye focused on advancing the BCCC IT infrastructure, In the past month, Information Technology Services (ITS) has focused on improving and supporting teaching and learning technologies within the past few months. Additional computers have been provided to facilitate another well-needed student lab environment. Beyond this, communication and collaboration with faculty have increased via a newly created Classroom Technology Committee. This collaboration facilitated by Faculty Senate has gathered the appropriate education leaders to discuss their requirements for faculty technology. To ensure operational excellence throughout the institution, ITS is currently updating software on all network switching devices throughout the campus. Finally, in keeping with the stream of operational safety, ITS continued focusing on operational security by working with MD DoIT as they upgraded the BCCC Palo Alto firewall equipment. Because BCCC takes information security seriously, with assistance from DoIT information security department, BCCC now receives a security training compliance report biweekly vice monthly. A review of training compliance is now automated in that staff members who have not completed their quarterly training are automatically sent a reminder email urging them to complete the training. Additionally, supervisors will also receive a regular report of all staff members that are yet to complete the required training.

Office of Enterprise Applications

BCCC is currently in the last four months of the existing Advisory Services contract that will end on June 20, 2026. During this period, the College continues to advance the optimization of its enterprise systems, even as several departments still have considerable progress to make, particularly in coordinating, implementing, and training users on the Faculty Load and Compensation (FLAC) module. Notable gains include achieving 100% campuswide compliance with Banner Web Time Entry. To strengthen functional support and improve responsiveness, each Enterprise Applications team member has been assigned to specific departments, creating clearer lines of engagement and accountability. Collaborative efforts with

the Vice President for Finance & Administration are streamlining procurement processes through workflow automation and enhanced approval routing. As the advisory engagement nears completion, the College is also evaluating a long-term support model to ensure ERP stability and continuity. Collectively, these efforts reinforce administrative efficiency, strengthen system governance, and support uninterrupted mission-critical operations across the institution.

Disaster Recovery (DR) Update

The College continues to work toward establishing an affordable and robust Disaster Recovery (DR) backup solution for the BCCC environment. Recent vendor and technology changes have increased the complexity of the proposed solution and introduced unforeseen data-storage and data-transfer costs. These challenges, combined with the intricacies of the original design, have required ongoing collaboration with DoIT and external consultants to determine the most effective path forward. We are also collaborating closely with other Maryland institutions to ensure the final configuration is both appropriate and cost-efficient while fully supporting BCCC's data and information infrastructure needs.

FINANCE & ADMINISTRATION + REALIGNMENT TASKS #5, #6, #10**Office of the Vice President for Finance & Administration**2025-2026 Priorities

Priority One: Institute the College's comprehensive unit/program level budget process and allocation. This process guides important decisions regarding academic priorities, academic restructuring, budget/resource allocation, and planning.

Priority Two: Develop master financial planning and documents that are cross functional and refines processes for assessing operating and capital projections and resources.

Priority Three: 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.

Priority Four: Prioritize talent acquisition and faculty, staff and leadership development to attract new and retain current employees. Support a welcoming and respectful workplace environment that drives and acknowledges excellence and innovation by supporting talent, engagement, and employee work experience.

Priority Five: Enhance strategic and sustainable auxiliary services (e.g. Barnes & Noble College Bookstore) to support a robust student experience. Expand partnerships to promote service excellence, sustainable practices, and financial viability and stability.

Area Highlights**HUMAN RESOURCES UPDATE**

The Office of Human Resources is working closely with the Maryland Department of Budget and Management (DBM) and the Central Payroll Bureau (CPB) to improve payroll processing and ensure employees are paid accurately and on time.

As reported at the February 18, 2026 Board meeting, 57 contractual employees were inadvertently removed from the state payroll file due to a formatting error and the processing of two contract transactions that caused the FY25 contract termination to override the FY26 contract entry. HR has since worked with CPB and DBM to identify the root cause and implement safeguards to prevent a recurrence.

Several internal control measures have now been implemented. All employee status changes must be reviewed by the Assistant Vice President of Human Resources prior to submission to the state. The termination code used in the payroll system will only be applied after written approval from the Assistant Vice President of Human Resources confirming that separation from the college is appropriate. In addition, all separation actions must now include written documentation provided to the Payroll Manager before processing.

All 57 affected employees have been fully reinstated in the state Gross Pay file, and CPB issued paper checks on March 2, 2026, to ensure employees received the compensation owed. Human Resources also

held multiple employee information sessions to address questions regarding pay advances and tax withholding implications and to provide support to impacted staff.

The division is also advancing broader operational improvements. Beginning March 25, 2026, all contractual employees will transition to Banner Web Time Entry (WTE), replacing manual timekeeping processes. Training for employees and supervisors has been completed, and additional support forums will be offered to ensure a smooth transition.

Human Resources is also continuing its implementation work with NeoGov to deploy Manager Self Service functionality. This enhancement will streamline recruitment by providing hiring managers direct access to applicant materials for their respective searches.

Human Resources has notified nominees for the annual Excellence Awards and is finalizing plans for the employee recognition banquet scheduled for April 16, 2026 at Martin's West. At the Employee Awards Banquet, the College will recognize employees for years of service, present the Presidential Award, and announce award recipients representing six employee groups:

- Administrative Professionals
- Paraprofessionals
- Skilled Service
- Full-time Faculty
- Adjunct Faculty
- Contractual

Employees nominated for the Excellence Award were notified last week and invitations to the banquet will be sent by Monday, March 16, 2026.

BUDGET OFFICE UPDATE

Operational improvements are underway to strengthen financial oversight and streamline processes. Banner Finance workflows have been optimized so that Budget Office now serves as the first level financial approver for payment requests, allowing the office to validate available funding and work directly with requestors and cabinet leadership to resolve financial questions before transactions are processed. This new system will allow for increased efficiency and accuracy in the college's financial transactions.

The office has expanded its role in cross college financial analysis to provide leadership with clearer visibility into institutional fiscal trends. Recent analyses have included reviews related to historical vacancy and turnover patterns, grant activity, state operating and capital budget issues, and working fund considerations.

The Budget Office has started its detailed review of the chart of accounts and individual line items to ensure that transactions are consistently coded and aligned with the intended budget categories. The goal is to confirm that our financial reporting accurately reflects how resources are being used across the institution. Further, the Director of Budgets and the Controller are working closely to ensure that there is consistent understanding and reporting of the college's financial positions from their offices. Budget

reporting and accounting records should tell the same story, and this review will help ensure that alignment.

PROCUREMENT UPDATE

The Office of Procurement continues to support institutional operations by ensuring the timely acquisition of goods and services while maintaining compliance with state procurement regulations and strengthening internal purchasing controls.

Procurement Awards

During the month of February, the Office of Procurement awarded 31 procurements totaling \$1,288,772.78 across several operational categories that support the College's instructional, administrative, and facilities functions.

Work Category	Amount
Commodities	\$ 78,717.61
Information Technology Software	\$ 173,046.67
Maintenance	\$ 247,272.00
Services	\$ 729,736.50
Total	\$1,288,772.78

Board of Public Works Approvals

The College will present two procurements to the Maryland Board of Public Works on March 18, 2026 for approval as they exceed the Board of Trustees' delegated authority:

- Case Management Services – International Rescue Committee: \$627,224.00
- West and South Pavilion Restroom Renovation – The Matthew Groups: \$1,401,716.00

These procurements support critical student service functions and facilities improvements across the campus.

Bookstore Operations

The College continues to define and streamline processes as part of the implementation of the First Day Complete course materials program with our Barnes and Noble partnership.

BCCC and BNC piloted a multi session reconciliation process beginning with the Spring semester to improve billing accuracy and operational coordination. The pilot has already strengthened the reconciliation of bookstore transactions and improved alignment between course material distribution and financial reporting.

The College and BNC have also implemented a shared operational calendar that outlines key milestones for marketing campaigns, faculty textbook adoptions, invoice reconciliation cycles, and book return deadlines. This coordinated planning effort improves transparency, strengthens internal workflow management, and helps ensure that course materials are available to students in a timely and predictable manner.

These efforts support the broader institutional goal of improving student access to required course materials while strengthening operational accountability within bookstore operations.

CONTROLLER’S OFFICE/GENERAL ACCOUNTING/GRANTS/FOUNDATION

The Controller’s Office continues to advance multiple audit activities while strengthening coordination across Finance, Grants, and Financial Aid.

FY2025 College Audit

The FY2025 audit of Baltimore City Community College is in the final stages of completion. The College continues to work with its external audit firm, SB and Company, to resolve remaining audit requests and finalize financial statement preparation.

As this is the first year SB and Company is conducting the audit, additional procedures were required to establish baseline documentation. Current audit review efforts are focused primarily on Tuition Receivable and the Allowance for Doubtful Accounts, and draft financial statements are under review by the auditors.

Significant progress has been made addressing areas previously affected by the ERP conversion, particularly in Grants and Tuition Receivable. Some remaining work involves technical Governmental Accounting Standards Board (GASB) reporting calculations, and the College is pursuing specialized software to improve the efficiency and timeliness of these calculations going forward.

Foundation and Affiliated Audits

The BCCC Foundation audit, conducted by CLA, is in the final review stage prior to issuance of the financial statements. Following completion, the Foundation’s Form 990 tax return will be prepared. The audit process progressed more smoothly this year following the addition of dedicated Finance staff supporting Foundation accounting.

Additional audits are progressing as follows:

- WBJC Audit: Draft financial statements are being finalized for auditor review. All requested documentation has been provided.
- CC4 Audit: An updated draft is being prepared for submission.
- Howard P. Rawlings Audit: This audit, conducted by CLA, has not yet issued requests to the College.

Grants and Title IV Reporting

Finance continues to support compliance and reporting for several active grants, including programs funded through the Maryland Department of Labor and Licensing, TRIO Student Support Services, Upward Bound, and the CCCPDF Childcare Grant. Finance staff coordinate with program leadership to ensure timely and accurate financial reporting.

Finance also works closely with the Office of Financial Aid to process federal Title IV drawdowns, including PELL and FSEOG, ensuring funds are requested and recorded in accordance with federal requirements.

Rents

A summary of BCCC's leased space is below.

Location	Vendor Name	Amount Paid FY2026	Monthly Base Amount
BioPark	Wexford (Ventas, Inc)	\$1,661,999.76	\$ 118,661.56
Workforce (Downtown)	MarketPlace	385,823.60	42,000.00
Student Parking Lot	Back to the Bible	54,824.00	6,853.00
Reisterstown Plaza (College)	TRC RRP IV	197,683.77	25,018.94
Reisterstown Plaza (WBJC-FM)	TRC RRP I	66,452.68	8,253.98
Totals		\$2,366,783.81	\$ 200,787.48

Accounts Payable Outstanding Invoices

Aging	Invoice Amount	Adjusted Invoice Amount *	Percentage Due
0-30 days	\$ 766,405.51	\$ 766,405.51	79.8%
31-60 days	6,597.67	6,597.67	.7%
61-90 days	11,007.88	11,007.88	1.1%
91-180 days	324,171.16	84,027.00	8.7%
> 180 days	93,627.31	93,627.31	9.7%
Grand Total	\$1,204,809.53	\$ 961,665.37	100%

*** \$240,144.16 Real Estate Tax bill is in dispute**

The aging of the payables has improved over the fiscal year, reducing it on average by approximately 86 percent. Communication to various departments and vendors is ongoing to ensure invoices are received and processed in a timely manner.

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.

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.

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.

Realignment Task #7

“Establish strong relationships with key stakeholders.”

WBJC***Staff Community Engagement***

The station created opportunities to extend the BCCC brand in the community while establishing partnerships and engagement opportunities in various ways including surpassing its fundraising goal of \$65,000 by raising \$71,729 and successfully added 100 new members to its membership during the brief campaign of just two days. Also, it continued to build relationships with organizations such as Shriver Hall Concert Series, Music at Emmanuel, Third Space Performing Arts Center, Taffety Punk, Mind on Fire, The Voxel Theatre Project, Glass Canon, George Washington University, Parlor Arts, Zen West, and Center Stage.

Corporate Support Partnerships

The Station developed underwriting partnerships and content on WBJC from numerous clients, including returning clients such as Shriver Hall, Baltimore Symphony Orchestra, Ballet Theatre of Maryland, Maryland State Boy Choir, Columbia Orchestra, UMBC, Community Concerts at 2nd, Trump Kennedy Center, Shriver Hall Concerts, Peabody Institute, Culligan Water, Elville and Associates, Chamber Music Maryland, Cynipid Fund, Opera Baltimore, Manor Mill, and Zekes Coffee.

Program Highlights

WBJC programs and content of note for the month included live performances from some of Maryland's finest classical ensembles, made possible by a generous grant from the Maryland State Arts Council. Featured artists included Baltimore Symphony Orchestra lutist Ronn McFarlane, pianist Angela Hewitt, and conductors David Zinman and Gianandrea Noseda.

Community Outreach & Engagement

The division is deepening ties with key Baltimore stakeholders to expand the College's local impact:

- **Muslim Community Cultural Center of Baltimore:** BCCC is actively exploring a strategic partnership with the MCCCCB, led by Imam Earl El-Amin. As a cornerstone of the Northwest Baltimore community, the Center's focus on education, social engagement, and empowerment aligns perfectly with the College's mission.

Key Strategic Objectives:

- **Legislative Synergy:** Leveraging the recent formation of the Muslim Caucus in the Maryland Legislature, pioneered by BCCC alumnus Delegate Sean Stinnett. This partnership celebrates alumni success while connecting the College to statewide legislative advocacy.
 - **Geographic Alignment:** Strengthening BCCC's presence in Northwest Baltimore through shared community initiatives and resource-sharing with MCCCCB.
 - **Collaborative Programming:** Identifying opportunities for joint educational workshops and social engagement events that serve both the MCCCCB congregation and the BCCC student body.
- **Greater Mondawmin Coordinating Council (GMCC):** As a Board member, BCCC is central to the "Neighbors United" transformation plan. This partnership with the United Way of Central Maryland provides a strategic framework for neighborhood improvement that directly involves BCCC students and faculty.
- **Campus Integration:** BCCC will serve as a host for upcoming community-wide meetings this Spring to continue to build upon community outreach and engagement, further establishing the campus as a neighborhood anchor.
- **Ashburton Community Association & Ashburton Community Development Corporation (CDC):** BCCC hosted Ashburton residents for its bi-monthly community association meeting at which time its leadership announced the development of its new CDC. BCCC is exploring expanding its partnership with the Ashburton Community to align BCCC's mission, vision, and values for the community. This is an opportunity for both entities to assess leveraging their history of attracting private and public capital to its neighborhood footprint.

REALIGNMENT TASK #8***“Develop and market a brand for BCCC.”*****WBJC*****BCCC Event Promotion***

BCCC cobranded the station with BCCC and promoted campus events and initiatives on-air, including hourly public service announcements as “The Classical Radio Voice of Baltimore City Community College” and public service announcements for The Panther Success Program and Financial Aid Night.

Digital Marketing & Social Media

The Spring "Apply and Register" campaign reached **1.62 million constituents**, generating **163,127 clicks** with a high unique visitor rate of 81%. The campaign achieved an efficient average cost of **\$0.32 per click**.

In February 2026, social media reach peaked at **8.4 million**, with over **600,000 direct views**. BCCC continues to meet peer benchmarks on Instagram and Facebook, notably exceeding peer performance in Facebook follower growth.

Brand Building & Creative Efforts

- **Institutional Visibility:** Finalized the **WBJC 75th Anniversary logo** and deployed new digital signage at Mondawmin Mall.
- **Recruitment Support:** Produced social media and creative assets for MSP enrollment (Mayor’s Scholars Program), Black History Month, the Urban One Career Fair, and the ACEN Accreditation visit.
- **Workforce Development:** Focused promotion on the CNA and GED IET programs led to a traffic increase of over **6,000 visitors** to the WDCE website.

Public Communication & Media Relations

The division successfully managed media inquiries and public notifications regarding College closings and delays during recent inclement weather.

- **Media Liaison:** Acted as the primary point of contact for local news outlets (WBAL, Fox45, WJZ, Baltimore Sun) to ensure accurate reporting of campus operational status.
- **Omnilert & Multi-Channel Alerts:** Coordinated with Public Safety for real-time emergency notifications via the Omnilert system, social media, and the BCCC website to keep students and staff informed of delays.

INSTITUTIONAL EFFECTIVENESS, RESEARCH & PLANNING + REALIGNMENT TASKS #5, #12**Office of the Vice President for Institutional Effectiveness, Research & Planning**2025-2026 Priorities

Priority One: Lead data-informed decision making through operational and strategic planning and assessment for academic and non-academic units. Unit plans will align with the institutional budget process and be evaluated using MHEC, DBM/MFR and other key performance indicators.

Priority Two: Support the development of Master Plans (Academic, Enrollment, Information Technology, Marketing, Communications/Public Relations, Business Continuity/Disaster Recovery) for global alignment with the College's Strategic Plan and Realignment Tasks.

Priority Three: Continue supporting the establishment of the institutional Shared Governance infrastructure which facilitates faculty, staff, and student engagement in the College's planning, programs, policies and procedures. This collaborative decision-making structure will yield a manual, professional development, communication mechanisms and management tools.

Priority Four: Collaborate with the Office of Advancement to increase in-state and out-of-state grant funding from public and private sources. Efforts to collaborate on multi-stakeholder grants will enhance the College's competitive marketplace advantage and increase restricted and unrestricted revenue.

Priority Five: Create and implement a comprehensive compliance management model to maintain compliance with external accreditors and regulatory agencies ensuring that students are well served. The external standards typically include reviews of instruction rigor, specific academic requirements dictated by the industry served, ethical practices, institutional and student performance, and resources.

Priority Six: Enhance student academic performance through a comprehensive, institutional (academic and non-academic) assessment model. The College's assessment tool will manage the Plan's goals, objectives, unit-level goals, performance metrics and budget development.

Area Highlights**Office of Assessment*****Faculty Professional Development on Canvas Mastery Data***

The College will host a two-hour faculty professional development session March 20, 2026, on using the Canvas Mastery Gradebook to support student learning. Faculty will learn how to locate and interpret mastery data tied to Student Learning Outcomes (SLOs) and use it to assess whether course assignments effectively measure intended outcomes.

The session includes an overview of Canvas Outcomes and Mastery tools, a faculty-led example showing how data can inform course improvements, and time for participants to review their own course data. This initiative supports the College's commitment to data-informed teaching, continuous improvement, and enhanced student success.

The session will be offered in-person and virtual formats to encourage broad faculty participation.

Student Learning Outcome Data Collection

The College continues to advance the implementation of Student Learning Outcomes (SLOs) in Canvas across all courses as part of Realignment Task 1. As of March 11, 2026, 52% of faculty have completed their data collection setup in Canvas for the Spring semester, 34% are in the process of completing their setups, and 14% have not yet begun the process. While there is still much work to be done, this does reflect a significant improvement compared to participation last spring.

To support faculty in completing their SLO setups, the Assessment Office provides weekly open office hours, one-on-one communication, and individual meetings. There is a host of resources available for on-demand faculty use, and the Deans have actively encouraged faculty to complete the process. The Student Learning Outcome Assessment committee is also addressing faculty questions and providing one-on-one support.

All full-time faculty members have been contacted to ensure awareness of these resources and expectations. These efforts reflect the College's commitment to data-informed instruction that seeks to improve student outcomes through the continuous improvement process.

OFFICE OF GRANTS DEVELOPMENT

During February 2026, the Office of Grants Development maintained institutional compliance and fiscal accountability across all active grant programs. The Office also strengthened internal collaborations, expanded external partnerships, and engaged in professional development activities supporting BCCC's strategic priorities.

Internal Meetings and Activities

- The Director of Grants met with Principal Investigators for the following programs: Child Care Career and Professional Development Fund (CCCPDF), Upward Bound Math & Science, MLK Day of Service, Hunger Free Campus Grant, Foundation for Women (Vending Machine Grant), Baltimore City Department of Social Services (BCDSS) SNAP Employment & Training, Maryland Office for Refugees and Asylees (MORA) Grants (4), and the Adult Basic Education and Family Literacy Consolidated Grant.
- Conducted consultations with program leads on the Perkins FY2026 Grant to review program updates, outcomes, and funding priorities.
- Advanced research into new grant opportunities for the Nursing Program, focusing on: Scholarships: National and state-level programs offering tuition, fee, and stipend support in exchange for service commitments in high-need areas.
- Faculty Development: Professional development initiatives modeled on Maryland's Nurse Support Program II and similar national programs supporting conference participation and educational research.
- Equipment and Simulation Labs: Recent peer institution awards for advanced simulation and clinical lab equipment to inform future BCCC proposals.
- Organized the CCCPDF Monitoring Site Visit on February 26, 2026, which included student interviews and a comprehensive fiscal and programmatic review.
- Developed a timeline and framework outlining the Maryland State Department of Education (MSDE) requirements to ensure compliance with federal regulations in preparation for the Perkins Grant Monitoring Visit scheduled for April 22, 2026. The framework identifies the responsible cabinet member, staff lead, collaborators, and required evidence for submission.
- Conducted an informational session for new Transfer and Articulation Services Coordinator, including an overview of BCCC's grant processes, key forms, and capacity-building strategies.

- Collaborated with the Offices of Registration, Institutional Research, and Information Technology to ensure accurate data tracking for students receiving scholarships and tuition assistance through grant-funded programs.
- Participated in the interview process for the Director of TRIO Student Support Services position.

External Meetings and Partnerships

- Met with representatives from Morgan State University to explore potential collaborations in Education and Cybersecurity.
- Participated in a Maryland Higher Education Commission meeting regarding the Panther Success Program.
- Attended the monthly SNAP Employment & Training meeting.
- Joined Howard University's B2B Leadership meeting to discuss project close-out and explore new partnership opportunities based on current federal priorities.
- Participated in the Maryland State Department of Education monthly programmatic meeting for the Perkins grant.

Administrative and Professional Development

- Completed the monthly P-Card Activity Sheet in coordination with the Accounting Office.
- Participated in a professional development workshop entitled "*Distance Learning Funding Made Simple: A DLT Grant Workshop for Educational Institutions.*"

Looking Ahead

The Office of Grants Development continues to pursue new funding opportunities and develop consortium partnerships with Baltimore City Public Schools, employers, and higher education institutions. These efforts align with current funding trends that emphasize collaborative, multi-institutional approaches to workforce and educational development.



Active Search List as of March 11, 2026

Div	Position	Hiring Manager
AA	Director of Academic Achievement Center	VPAA
AA	Dean Natural and Physical Sciences, Business, Technology, Engineering and Math	VPAA
AA	Assistant Professor/Clinical Coordinator, Health Information Technology	Dean & Associate Dean - SNHP
AA	Assistant Professor & Program Coordinator of Computer Information Systems	Dean & Associate Dean - BSTEM
AA	Assistant Professor & Program Coordinator for Business Management	Dean & Associate Dean - BSTEM
AA	Assistant Professor of Mathematics	Dean & Associate Dean - BSTEM
AA	Assistant Professor & Coordinator for Psychology	Dean - SASS
AA	Associate Dean of School of Arts & Social Sciences	Dean - SASS
AA	Assistant Vice President, Academic Engagement & Partnerships	VPAA
AA	Assistant Professor & Program Coordinator of American Sign Language/ Deaf Studies	Dean - SASS
AA	Associate Dean of School of Nursing & Health Professions	Dean & Associate Dean - SNHP
AA	Vice President of Academic Affairs/CAO	President
AA	Assistant Professor & Program Coordinator Dental Hygiene	Dean & Associate Dean - SNHP
AA	Director of Library & Learning Commons	VPAA, AVP Curriculum & Instruction
AA	Associate Dean of BSTEM	Dean - BSTEM
AA	Assistant Professor - Nursing (Mental Health)	Dean & Associate Dean - SNHP
AA	Assistant Professor - Nursing (Adult Medical/Surgical)	Dean & Associate Dean - SNHP
AA	Clinical Coordinator for Nursing (ADN & PN) Programs	Dean - SNHP
AA	Success Coach for Nursing (ADN & PN) Programs	Dean - SNHP
SA	Student Accounts Coordinator	VP Student Affairs
SA	Mayor's Scholars Program Special Programs Advisor	VP Student Affairs
SA	Assistant Director Financial Aid	VP Student Affairs
SA	Coordinator of Veteran Services	VP Student Affairs
SA	Director of TRIO Student Support Services (SSS) Program	VP Student Affairs



Active Search List as of March 11, 2026

Div	Position	Hiring Manager
SA	Director of Financial Aid	VP Student Affairs
SA	Director of Mayor's Scholars & Special Programs	VP Student Affairs
WDCE	Maintenance Supervisor	VP WDCE
WDCE	Assistant Director of Capital Projects	VP WDCE
WDCE	Assistant Vice President for Facilities	VP WDCE
WDCE	Director of Public Safety	VP WDCE
WDCE	Associate Director of English Language Services	VP WDCE
F&A	Senior Budget Analyst	VP Finance & Administration, Dir. Budgets
F&A	Bursar/ Director of Student Accounting	VP Student Affairs
F&A	Human Resources Office Specialist	VP Finance & Administration, AVP Human Resources
IERP	Research Analyst	VP Institutional Effectiveness
OP	Director of Government Relations/Special Assistant to the President	President
OP	Executive Administrative Assistant to the President	President