

**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 37 associate degree programs and 17 certifications in high-demand fields.

***Operating Budget Data***

---

(\$ in Thousands)

	<u>FY 18</u> <u>Actual</u>	<u>FY 19</u> <u>Working</u>	<u>FY 20</u> <u>Allowance</u>	<u>FY 19-20</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Funds	\$39,431	\$40,381	\$40,208	-\$173	-0.4%
<b>Adjusted General Fund</b>	<b>\$39,431</b>	<b>\$40,381</b>	<b>\$40,208</b>	<b>-\$173</b>	<b>-0.4%</b>
Other Unrestricted Funds	18,399	24,360	25,381	1,021	4.2%
<b>Adjusted Other Unrestricted Fund</b>	<b>\$18,399</b>	<b>\$24,360</b>	<b>\$25,381</b>	<b>\$1,021</b>	<b>4.2%</b>
Total Unrestricted Funds	57,830	64,741	65,589	848	1.3%
<b>Adjusted Total Unrestricted Funds</b>	<b>\$57,830</b>	<b>\$64,741</b>	<b>\$65,589</b>	<b>\$848</b>	<b>1.3%</b>
Restricted Funds	16,279	20,154	19,350	-805	-4.0%
<b>Adjusted Restricted Fund</b>	<b>\$16,279</b>	<b>\$20,154</b>	<b>\$19,350</b>	<b>-\$805</b>	<b>-4.0%</b>
<b>Adjusted Grand Total</b>	<b>\$74,109</b>	<b>\$84,895</b>	<b>\$84,938</b>	<b>\$43</b>	<b>0.1%</b>

- BCCC is formula funded. Under that formula, BCCC would only receive \$30.5 million of general funds in fiscal 2020. However, a hold harmless provision keeps formula funding at the fiscal 2019 level. Fiscal 2020 sees the largest hold harmless amount ever provided to BCCC at \$9.1 million.
- There is a 0.4% reduction in funding in general funds from the fiscal working 2019 to the fiscal 2020 allowance. This funding decrease is a result of a decrease in English for Speakers of Other Languages grant students.

Note: Numbers may not sum to total due to rounding.

For further information contact: Ian M. Klein

Phone: (410) 946-5530

## ***Personnel Data***

---

	<b><u>FY 18 Actual</u></b>	<b><u>FY 19 Working</u></b>	<b><u>FY 20 Allowance</u></b>	<b><u>FY 19-20 Change</u></b>
Regular Positions	444.00	444.00	437.00	-7.00
Contractual FTEs	<u>199.82</u>	<u>165.92</u>	<u>168.53</u>	<u>2.61</u>
<b>Total Personnel</b>	<b>643.82</b>	<b>609.92</b>	<b>605.53</b>	<b>-4.39</b>

### ***Vacancy Data: Regular Positions***

Turnover and Necessary Vacancies, Excluding New Positions	17.50	4.42%
Positions and Percentage Vacant as of 12/31/18	44	10.0%

- Regular positions decrease by 7 in the fiscal 2020 allowance. These reductions are due to the realignment-focused staffing review.
- Contractual full-time equivalents (FTE) decreased by 33.9 in fiscal 2018 to 2019 primarily through a reduction in adjunct faculty. Contractual FTEs increase slightly from fiscal 2019 to 2020 due to anticipated needs from the Mayor’s Scholars Program.

## ***Key Observations***

---

- Enrollment headcount grew in fall 2018, ending a multi-year decline.
- A realignment plan and information technology infrastructure plan are both being implemented.

## **Operating Budget Recommended Actions**

1. Adopt committee narrative requesting a report on information technology infrastructure.
2. Adopt committee narrative requesting a report on implementation of the realignment plan.
3. Adopt committee narrative requesting a report on enrollment and the Mayor’s Scholars Program.

**R95C00**  
**Baltimore City Community College**

***Operating Budget Analysis***

---

**Program Description**

Baltimore City Community College (BCCC) is a State-sponsored, two-year degree-granting college on two campuses with more than 60 off-campus sites throughout Baltimore. BCCC offers both credit and continuing education training programs and courses as well as extensive outreach for educational opportunities. The college’s Business 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.

BCCC works toward achieving the following goals:

- improving retention of students to graduation or transfer to a baccalaureate-granting college or university;
- improving responsiveness to Baltimore’s workforce needs;
- promoting community college outreach and services; and
- ensuring affordability to Baltimore City residents.

**Carnegie Classification:** Community College

<b>Fall 2018 Undergraduate Enrollment Headcount</b>		<b>Degrees Awarded (2017-2018)</b>	
Male	1,397	Certificate	213
Female	3,126	Associate’s	443
<b>Total</b>	<b>4,523</b>	<b>Total Degrees</b>	<b>656</b>

<b>Fall 2018 New Students Headcount</b>		<b>Programs</b>	
First-time	1,113	Certificate	18
Transfers/Others	591	Associate’s	37
<b>Total</b>	<b>1,704</b>		

**Proposed Fiscal 2020 In-state Tuition and Fees\* Per Credit Hour**

Undergraduate Tuition	\$112
Mandatory Fees	\$21

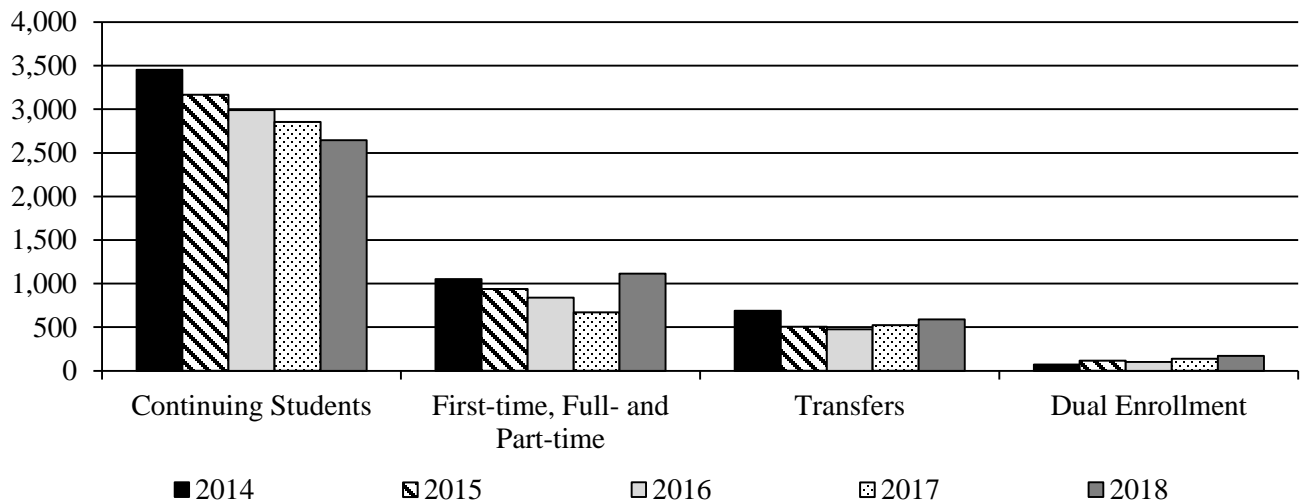
\*Contingent on Board of Trustees approval.

## Performance Analysis: Managing for Results

### 1. Overall Enrollment Increase

Total enrollment at BCCC increased by 335 students, or 8%, from fall 2017 to fall 2018, ending a multi-year trend of total enrollment declines. As shown in **Exhibit 1**, the first-time, full- and part-time student categories increased by the largest amount, 442 students, or a 65.9% increase from the previous year. BCCC also saw growth in the transfer student population, increasing by 68, or 13%, and dual enrollment students, up by 33, or 23.7%. BCCC has attributed this growth to the implementation of the Mayor’s Scholars Program, which produced 289 new students, an additional cohort of the Year-Up program that resulted in over 30 students, and aggressive communications efforts on Free Application for Federal Student Aid deadlines and completion. Continuing students decreased by 208 students, or 7.3%, compared to the previous year; the only category to continue to decrease in enrollment. **The President should comment on what steps are being taken to address the continued trend of decreasing enrollment for the continuing student population.**

**Exhibit 1**  
**Undergraduate Enrollment**  
**Fall 2014-2018**



	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Continuing Students	3,454	3,167	2,992	2,855	2,647
First-time, Full- and Part-time	1,054	937	840	671	1,113
Transfers	689	505	475	523	591
Dual Enrollment	72	117	102	139	172

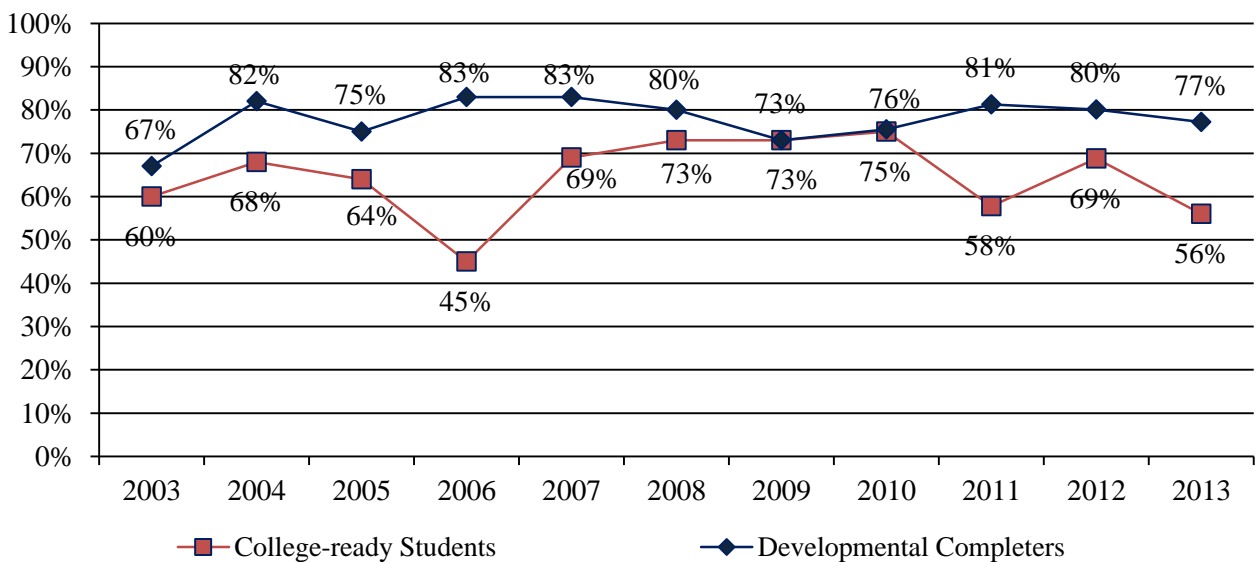
Source: Baltimore City Community College Fall Enrollment Information System Files Submitted to the Maryland Higher Education Commission

## 2. More Students Benefiting from Completing Developmental Coursework

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 attempts 18 or more credits in the first two years and after four years, is still enrolled, has graduated, or has transferred to another institution. BCCC measures this rate for three groups, and **Exhibit 2** shows the rates for two of those over time: college-ready students and developmental completers. Developmental courses are courses that are required to be completed prior to a student being eligible to enroll in other courses that are required for program completion. Developmental completers are students who have completed their developmental courses and later complete their program course requirements. As shown, students who complete developmental courses at BCCC within four years have historically had higher persister rates than those students considered college ready. Developmental completers from the 2013 cohort persisted at a rate of 77%. Meanwhile, college-ready students only persisted at a rate of 56%, their second worst outcome over the last decade.

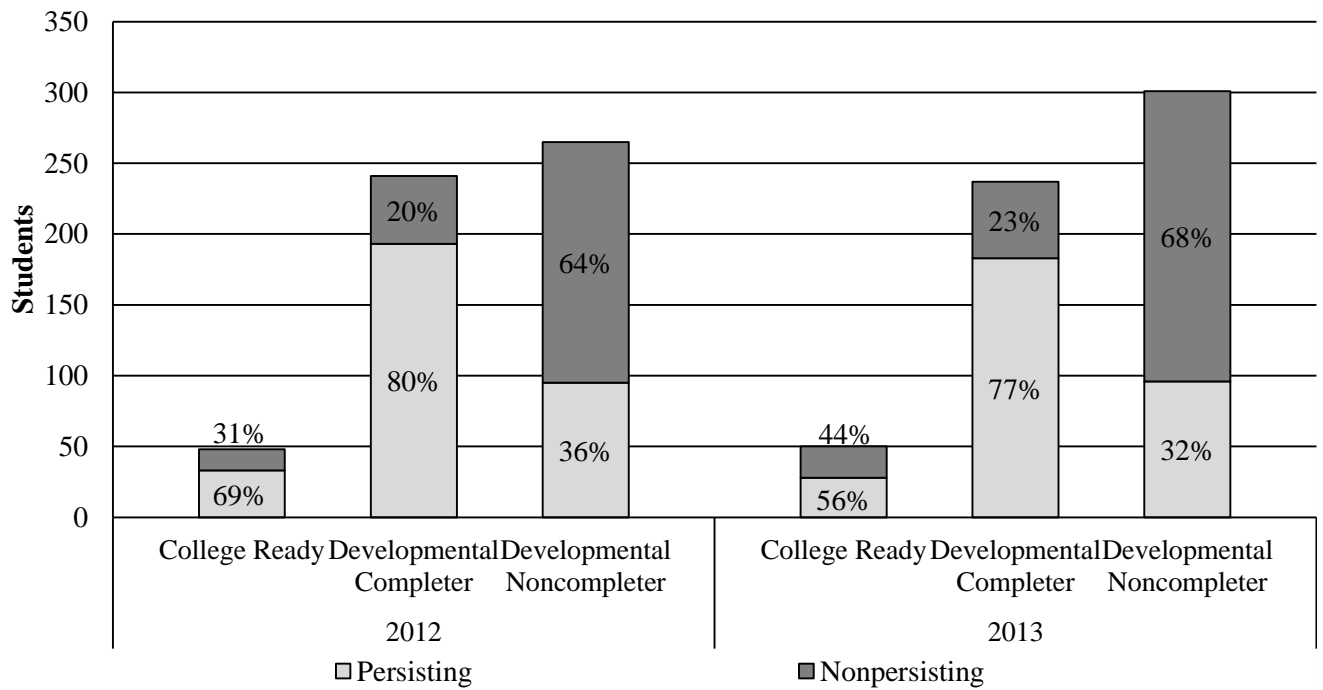
**Exhibit 2**  
**Successful Persister Rate for Baltimore City Community College**  
**Fall 2003-2013**



Source: Maryland Association of Community Colleges

However, rates for both of these groups are much higher than the third group: students who do not complete their required developmental coursework within four years. As shown in **Exhibit 3**, not only do these students have the lowest persist rates at BCCC, 36% for the 2012 cohort and 32% for the 2013 cohort, but they also make up the largest portion of BCCC’s students. The 2012 cohort had 265 students identified as developmental noncompleters, while the 2013 cohort had 301. **The President should comment on what initiatives BCCC is undertaking to continue to have more students complete developmental coursework as students who complete developmental coursework tend to have significantly better outcomes.**

**Exhibit 3**  
**Persisting and Nonpersisting Students at Baltimore City Community College**  
**Fall 2012 and 2013 Cohorts**



Source: Maryland Association of Community Colleges

## **Fiscal 2019 Working Budget**

### **Education and General Expenditures**

**Exhibit 4** shows unrestricted funding by budget program from fiscal 2018 to 2019. The greatest increase in fiscal 2019 is \$2.8 million for instruction, which is in anticipation of the needs associated with the Mayor’s Scholars Program. The increase in student services spending of \$1.2 million when compared to fiscal 2018 is also due to the Mayor’s Scholars Program. The increase in spending for institutional support of \$2.2 million represents an 11.8% increase from the previous fiscal year and is related to the enterprise resource planning/information technology (IT) infrastructure improvement plan for the institution. Operations and maintenance of plant grew by \$1.2 million, or 16.2% higher than fiscal 2018 and was associated with utility increases, replacement of vehicles, and general infrastructure repair needs. Funding for academic support decreased by \$1.6 million, or 23.7%, when compared to fiscal 2018. This decrease was the result of many faculty positions now being filled by adjuncts who are less expensive than full-time faculty, as well as decreases in conference travel expenditures.

**Exhibit 4**  
**Baltimore City Community College**  
**Budget Changes for Unrestricted Funds by Program**  
**Fiscal 2018-2019**  
**(\$ in Thousands)**

	<u>2018</u> <u>Actual</u>	<u>2019 Adjusted</u> <u>Working</u>	<u>2018-2019</u> <u>\$ Change</u>	<u>2018-2019</u> <u>% Change</u>
<b>Expenditures</b>				
Instruction	\$16,933	\$19,761	\$2,828	16.7%
Academic Support	6,651	5,075	-\$1,575	-23.7%
Student Services	5,665	6,877	\$1,213	21.4%
Institutional Support	18,320	20,482	\$2,162	11.8%
Operation and Maintenance of Plant	7,439	8,641	\$1,202	16.2%
Scholarships and Fellowships	25	32	\$7	27.1%
<b>E&amp;G Total</b>	<b>\$55,033</b>	<b>\$60,868</b>	<b>\$5,836</b>	<b>10.6%</b>
Auxiliary Enterprises	\$2,797	\$3,872	\$1,075	38.4%
<b>Total Expenditures</b>	<b>\$57,830</b>	<b>\$64,741</b>	<b>\$6,911</b>	<b>12.0%</b>
<b>Revenues</b>				
Tuition and Fees	\$11,775	\$13,455	\$1,681	14.3%
State Funds	39,431	40,381	\$950	2.4%
Other	1,865	2,156	\$291	15.6%
<b>Total E&amp;G Revenues</b>	<b>\$53,071</b>	<b>\$55,993</b>	<b>\$2,922</b>	<b>5.5%</b>
Auxiliary Enterprises	3,649	4,626	\$977	26.8%
Transfer to/from Fund Balance	1,110	4,122	\$3,012	271.3%
<b>Available Unrestricted Revenues</b>	<b>\$57,830</b>	<b>\$64,741</b>	<b>\$6,911</b>	<b>12.0%</b>

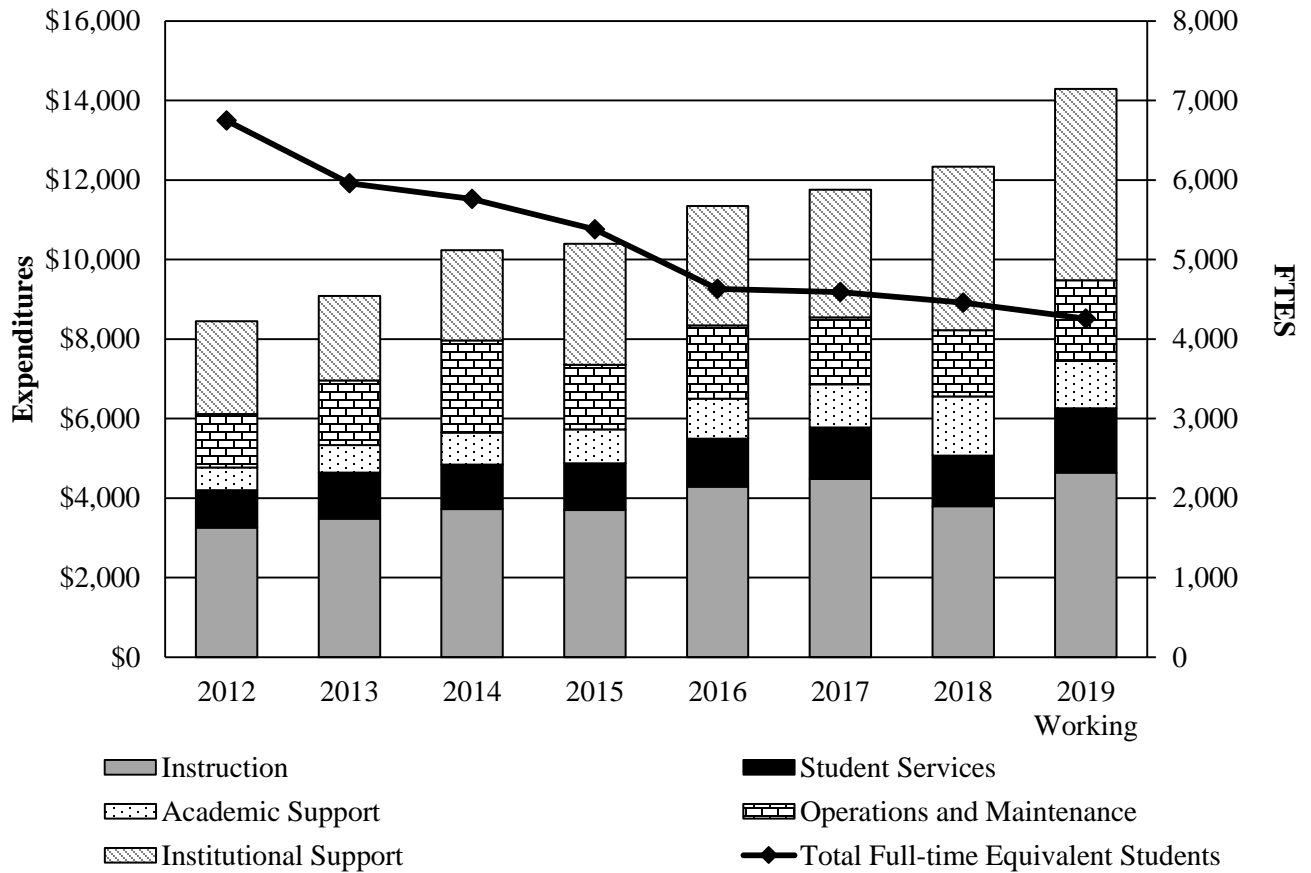
E&G: Education and General

Source: Governor's Fiscal 2020 Budget Books; Department of Legislative Services

Despite education and general (E&G) spending increasing by 10.6% between fiscal 2018 and 2019, on a per full-time equivalent student (FTES) level, the increase is much greater. **Exhibit 5** shows unrestricted E&G fund expenditures per FTES from fiscal 2012 through 2019. Funds per FTES have increased steadily over this time period, driven primarily by BCCC's steadily declining enrollment. Between fiscal 2018 and 2019, funds per FTES increase by 15.8%.



**Exhibit 5  
Unrestricted Expenditures Per FTES  
Fiscal 2012-2019**



FTES: full-time equivalent students

Source: Governor’s Fiscal 2012-2020 Budget Books; Department of Legislative Services

**Proposed Budget**

State law ties BCCC’s general fund appropriation to a percentage of the per student funding at selected four-year colleges (62.5% in fiscal 2020) and BCCC’s most recent audited enrollments, reported from two years prior to the year in which funds are appropriated. BCCC also receives general funds for the English for Speakers of Other Languages (ESOL) grant. **Exhibit 6** shows BCCC’s funding in the Governor’s proposed allowance. The general fund appropriation decreases by \$173,000 when compared to the fiscal 2019 working appropriation. Other unrestricted funds from tuition, fees, grants,

and other sources increase by \$754,000. Restricted funds decrease by \$805,000 as a result of budgeting to fall in line with expectations for the Mayor’s Scholars Program. However, as discussed below, this level of funding is only due to the hold harmless provision in the funding formula.

**Exhibit 6**  
**Proposed Budget**  
**Baltimore City Community College**  
(In Thousands)

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Working</u>	<u>2020</u> <u>Allowance</u>	<u>2019-2020</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Funds	\$39,431	\$40,381	\$40,208	-\$173	-0.4%
Other Unrestricted Funds	17,288	20,237	20,991	754	3.7%
<b>Total Unrestricted Funds</b>	<b>\$56,719</b>	<b>\$60,618</b>	<b>\$61,200</b>	<b>\$581</b>	<b>1.0%</b>
Fund Balance Transfer	\$1,110	\$4,122	\$4,389	\$267	6.5%
Restricted Funds	16,279	20,154	19,350	-805	-4.0%
<b>Total Funds</b>	<b>\$74,109</b>	<b>\$84,895</b>	<b>\$84,938</b>	<b>\$43</b>	<b>0.1%</b>

Note: Numbers may not sum to total due to rounding.

**BCCC’s Funding Formula**

Chapters 568 and 569 of 1998 established the funding formula for BCCC that was enhanced in fiscal 2006 and further revised several times. The fiscal 2020 statutory formula percentage for State support is 62.5% of per student funding at selected public four-year institutions, up from 61% in fiscal 2019, as shown in **Exhibit 7**. BCCC declining overall FTES enrollment total has decreased the total amount provided by the calculated formula to \$30.5 million, which is below the prior year’s non-ESOL appropriation of \$39.5 million. This triggers the hold harmless clause, which requires the Governor to fund BCCC’s formula by at least as much as was in the prior year’s appropriation. For this reason, BCCC’s total State formula aid in the fiscal 2020 allowance is the same \$39.5 million as was allocated in the fiscal 2019 appropriation. BCCC has received this hold harmless amount since fiscal 2016. Absent the hold harmless provision, BCCC’s budget would be \$9.1 million lower, a 22.9% reduction of its State support. The hold harmless amount increased by \$3.0 million when compared to fiscal 2019.

**Exhibit 7**  
**BCCC Funding Formula**  
**Fiscal 2019-2020**

	<u>2019</u> <u>Working</u>	<u>2020</u> <u>Allowance</u>	<u>2019-2020</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
<b>State Formula Aid Per FTES at BCCC</b>				
State Support Per FTES at Selected Four-year Public Institutions	\$11,933	\$12,268	\$335	2.9%
Statutory Formula Percentage	61.0%	62.5%	0	2.5%
BCCC Aid Per FTES	7,279	7,668	389	5.3%
<b>Formula for BCCC</b>				
Aid Per FTES	\$7,279	\$7,668	\$389	5.3%
Second-year Prior FTES	4,593	3,974	-619	-13.5%
<b>State Formula Aid to BCCC</b>	<b>\$33,432,419</b>	<b>\$30,468,617</b>	<b>-\$2,963,802</b>	<b>-8.9%</b>
Hold Harmless	\$6,096,393	\$9,060,195	\$2,963,802	48.6%
<b>Formula Subtotal</b>	<b>\$39,528,812</b>	<b>\$39,528,812</b>	<b>\$0</b>	<b>0.0%</b>
English for Speakers of Other Languages Grant	\$852,240	\$679,296	-\$172,944	-20.3%
<b>Total</b>	<b>\$40,381,052</b>	<b>\$40,208,108</b>	<b>-\$172,944</b>	<b>-0.4%</b>
<b>Adjusted Total</b>	<b>\$40,381,052</b>	<b>\$40,208,108</b>	<b>-\$172,944</b>	<b>-0.4%</b>

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

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

BCCC receives an annual ESOL grant from the State of \$800 for each of its ESOL FTES students. As BCCC’s FTES ESOL enrollment decreased by 216.18 for the fiscal 2020 funding formula calculation, its ESOL grant decreased \$172,944. In total, BCCC will receive \$679,296 in ESOL funding in fiscal 2020 compared to \$852,240 in fiscal 2019.

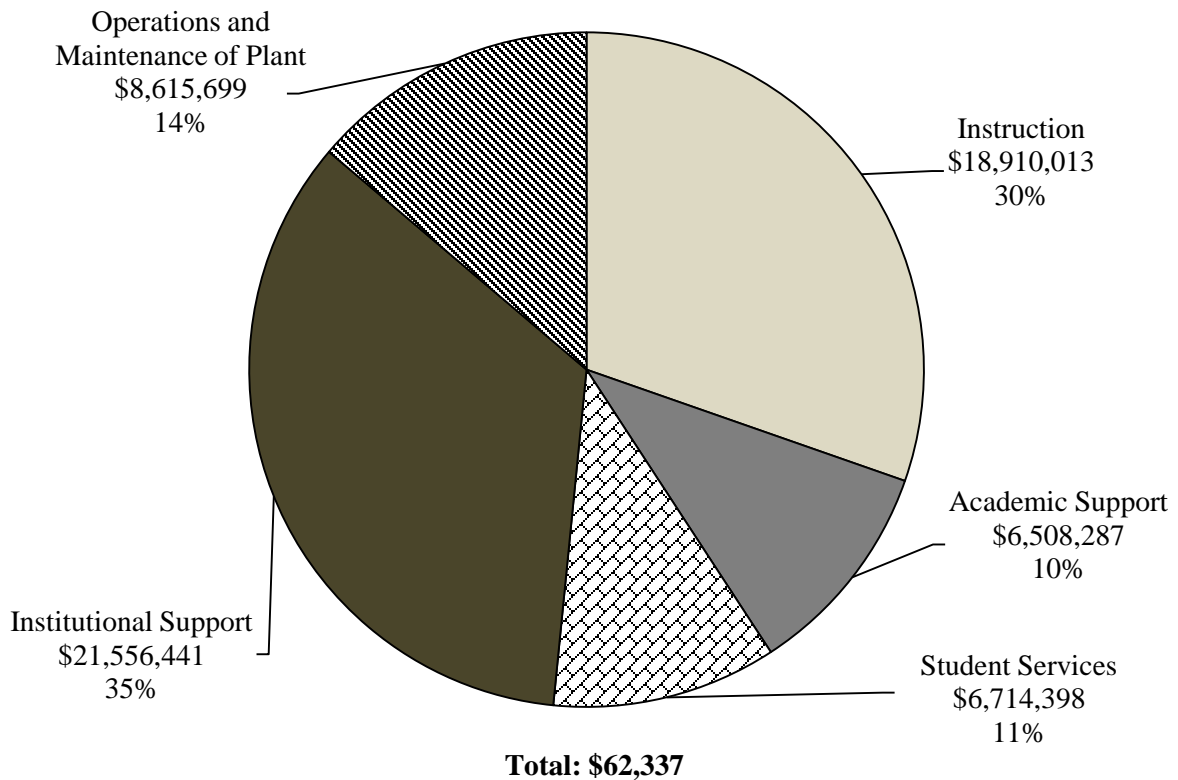
**The President of BCCC should comment on why the BCCC ESOL student population is declining when the ESOL student population in Baltimore City Public Schools is increasing and what actions the institution is taking to increase the ESOL student enrollment.**

**Exhibit 8** shows the unrestricted funding by budget program for the fiscal 2020 allowance. There is a reduction in instruction and an increase to academic support and student services when compared to fiscal 2019 primarily as a result of a correction of several of the noncredit division’s

departments not being located in the proper programs. Institutional support represents the largest portion of this funding at \$21.6 million, or 35% of total E&G expenditures. This category slightly increased based on the IT Master Plan from the Enterprise Resource Planning (ERP) system. Scholarships and operations and maintenance of plant are similar to fiscal 2019.

---

**Exhibit 8  
Unrestricted E&G Funding  
Fiscal 2020**



E&G: Education and General

Source: Governor’s Fiscal 2020 Budget Books

---

**Fund Balance**

Colleges maintain fund balances, what actuaries call net current positions, to help with long-term planning and to provide a buffer for any unexpected budgetary changes. For example, after having saved money for many years, BCCC’s major IT project, the ERP system, and physical plant renovations not funded from the State’s capital program, are to be funded through fund balance, and the college has previously noted that it can bridge some revenue loss from the decline in enrollment

*R95C00 – Baltimore City Community College*

with fund balance. Fund balance represents cumulative resources derived from student tuition and fees, State appropriations, and sales and services of public-service activities and auxiliary enterprises in excess of expenses. These resources are used for transactions relating to the E&G operations of BCCC and may be used at the discretion of the Board of Trustees to meet current expenses for any purpose. These resources also include auxiliary enterprises, which are substantially self-supporting activities that provide services for students, faculty, and staff.

Though the amount that will ultimately be transferred to, or from, fund balance in fiscal 2019 and 2020 is not known, BCCC has regularly had sizeable transfers over the years. These transfers are detailed year by year in **Exhibit 9**. Transfers to fund balance are mainly due to BCCC's formula funding, as it has no turnover adjustment in its budget to capture some normal amount of lapsed salaries. These transfers allowed BCCC to grow its fund balance from \$5 million in fiscal 2006, to \$32.3 million in fiscal 2013, transferring as much as 14.2% of its unrestricted funds in fiscal 2009. Since fiscal 2013, BCCC has had to draw from its fund balance more frequently to cover operating expenses. If not for general fund reversions in four years in which they were required, the fund balance would be \$13.3 million greater.

BCCC will be utilizing their fund balance to pay for the IT infrastructure project. While the current complete fund balance would not be able to fully finance the entire IT infrastructure project, the fund balance will not become depleted as additional fund balance revenue will be generated during the period of the IT project. Funds that are collected through the BCCC radio tower, as well as over \$1.4 million from lease revenue from the Lackwood property, goes into the BCCC fund balance. These funds will continue to accrue throughout the lifespan of the IT infrastructure project ensuring that the fund balance will not become exhausted.

**Exhibit 9**  
**Fund Balance Transfers and Totals**  
**Fiscal 2006-2020 Est.**  
**(\$ in Thousands)**

<u>Fiscal Years</u>	<u>Transfers (to)/from Operating Budget</u>	<u>Percent of Unrestricted Funds</u>	<u>General Fund Reversions</u>	<u>Closing Fund Balance Total</u>
2006	\$806	-1.4%	\$0	\$5,023
2007	-1,597	2.9%	0	6,805
2008	-6,976	12.4%	0	12,932
2009	-8,090	14.2%	0	21,279
2010	-3,006	4.8%	1,374	20,028
2011	-7,701	11.6%	822	19,907
2012	-6,036	9.6%	4,097	26,201
2013	-2,629	4.5%	0	32,316
2014	2,591	-4.1%	0	29,173
2015	5,842	-9.7%	4,000	21,803
2016	-1,205	2.1%	0	27,007
2017	704	-1.2%	0	26,806
2018	1,110	-1.9%	0	25,695
2019 Est.	4,122	-6.4%	0	21,573
2020 Est.	4,389	-6.7%	0	17,184

Source: Governor's Fiscal 2009-2020 Budget Books; Department of Legislative Services

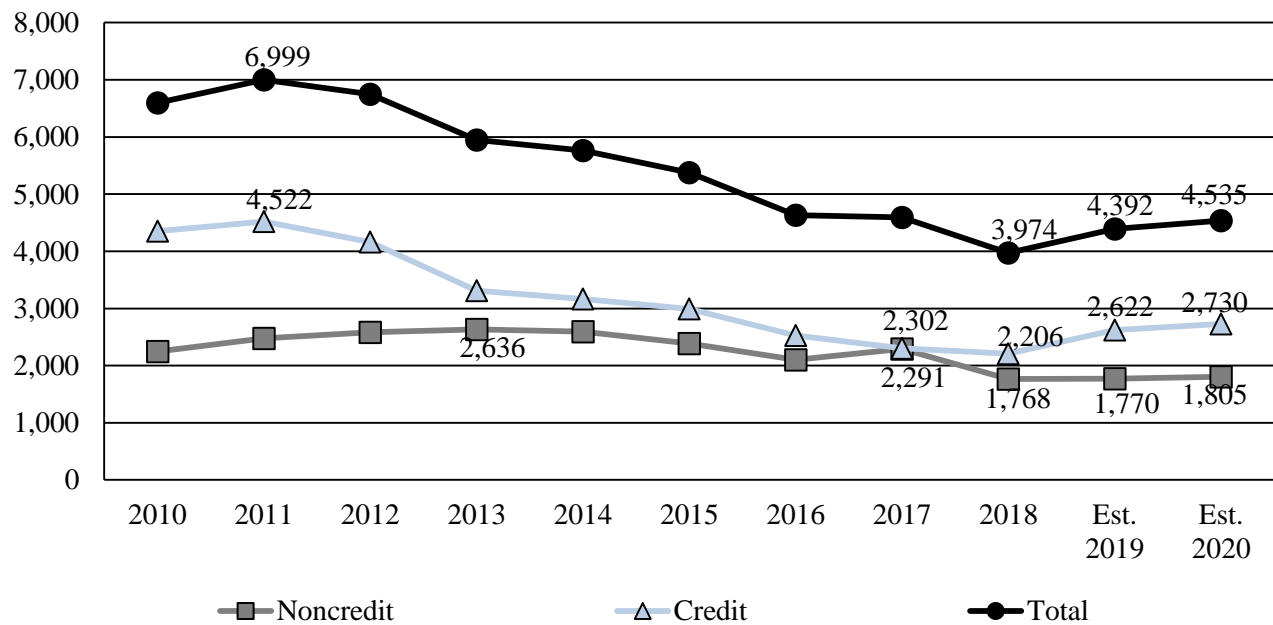
---

## Issues

### 1. Enrollment and the Mayor’s Scholars Program

While most community colleges in Maryland grew consistently during the recession from fiscal 2008 to 2011, BCCC’s enrollment remained remarkably level, growing only 3% in credit FTES. As shown in **Exhibit 10**, total eligible credit enrollment peaked in fiscal 2011, at 4,522 FTES, and has declined through 2018. Credit enrollment in fiscal 2018 was 2,206 FTES, or 51.2% below the 2011 peak total of 4,522, a decrease of 2,316 FTES over seven fiscal years. Noncredit tells a slightly different story, as it broadly increased from fiscal 2010 to 2013, increasing 17.3%, or 389 students, before declining from 2014 through 2018 reaching 1,768 FTES apart from a slight uptick in fiscal 2017. This overall trend suggests that BCCC’s noncredit enrollment is continuing an overall steady decline since 2013. BCCC is budgeting for overall increased enrollment from 3,974 in fiscal 2018 to 4,535 in fiscal 2020. This growth is predicted based on an increase in credit enrollment from 2,206 to 2,730, while noncredit enrollment will only slightly increase from 1,768 to 1,805 in fiscal 2020.

**Exhibit 10**  
**State-eligible FTES at Baltimore City Community College**  
**Fiscal 2010-2020 Est.**



FTES: full-time equivalent students

Source: Governor’s Fiscal 2012-2020 Budget Books

Given recent trends, stabilizing enrollment would be a significant accomplishment for BCCC, allowing it to increase revenue from tuition and fees and to begin to plan on increases in State support in later fiscal years. Efforts to date, such as tuition breaks for full-time students, have been unsuccessful. However, new initiatives to bring more students have been implemented. One such program is the Mayor’s Scholars Program. The Mayor’s Scholars Program began in summer 2018 as a last-dollar scholarship program that allows eligible new graduates of Baltimore City Public Schools (BCPS) to attend BCCC tuition-free. As a last-dollar scholarship, the Mayor’s Scholars Program 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 completion time of any BCCC certificate or certified job training program.

Enrollment in the Mayor’s Scholars Program for the fall 2018 semester totaled 304 students; 289 were enrolled in credit courses while 15 were enrolled in noncredit courses. BCCC estimates that the fall 2019 total enrollment amount will reach 588 students. This total includes an expected 281 returning students from the fall 2018 cohort and an additional 289 students for the fall 2019 cohort. The Department of Legislative Services estimates that based on enrollment projections and on experiences in other cities that have implemented similar programs, enrollment may increase for BCCC by as much as 5% annually, though the formula funding effects of this increase will not be felt until at least fiscal 2023 based on when enrollments applied to the formula will outweigh the substantial hold harmless grant.

Other programs are currently being implemented that are intended to affect BCCC’s enrollment for fiscal 2020. For example, fiscal 2019 was the first year in which BCCC received funding for students enrolled in the Pathways in Technology Early College High School (P-TECH) program, in which some BCPS students are taking coursework through BCCC to work toward an associate’s degree. The fall 2018 total student count reached 144 students for P-TECH in the first year. BCCC anticipates that it will reach 200 students by fall 2022. Beyond P-TECH, the Year-Up program, which offers an intensive, one-year program for college students, began in 2012 with cohorts consisting of 40 students each semester.

## **2. Realignment Implementation Plan Has Been Put into Action**

In fiscal 2016, BCCC partnered with the Schaefer Center for Public Policy at the University of Baltimore to review its operations, academic programs, personnel needs, and other pertinent subjects after being directed by the General Assembly to hire a consultant to perform such a review. The resulting report, titled *Baltimore City Community College: Tapping into Unrealized Potential to Change Lives* was received by the General Assembly in August 2016. The report found that there was a lack of strong leadership, a lack of accountability, and ineffective and inefficient use of resources across the college and included 12 realignment recommendations to remedy these findings. Chapters 847 and 848 of 2017 required BCCC to submit a draft implementation plan for these recommendations by February 1, 2018, with the final implementation plan due June 30, 2018. The fiscal 2018 Budget Bill also restricted \$1 million in operating expenses for BCCC until the draft implementation plan was submitted.



*R95C00 – Baltimore City Community College*

Within its final implementation plan, BCCC responded to these realignment tasks by providing strategies with accompanying completion dates, intended outcomes and indicators of success, responsible personnel, and status reports, all of which are described in detail in the report. To summarize, BCCC has responded that it will implement the realignment tasks as required by Chapters 847 and 848 as described below with each task having numerous implementation tactics.

**Realignment Task Number 1**

BCCC will review and strategically align its core course offerings, consistent with accreditation requirements, and focus on the needs of students and the workforce of Baltimore City. BCCC has undertaken several actions related to this realignment task. Specifically, BCCC has:

- reviewed enrollment data for programs and certifications to determine the number of students enrolled;
- compared the list of in-demand jobs and career pathways for all educational levels at the college, including transfer to university, associate degree to workforce, Lower Division Certificate (LDC) to workforce, and noncredit programs/certificates to workforce;
- sought Maryland Higher Education Commission approval to offer a Robotics Certificate, which is stackable to the Robotics/Mechatronics Associate of Applied Science program;
- reviewed LDC offerings with program advisory boards and is beginning to sunset certificates that hold little value with employers; and
- aligned all academic and workforce programs. To complete this, BCCC has created eight new Career Pathways:
  - Business, Management, Finance, and Professional Studies
  - General Studies, Visual and Performing Arts
  - Health and Biosciences
  - Hospitality and Tourism
  - Human Services and Law Enforcement
  - Information Technology and Cyber Security
  - Manufacturing, Construction, and Engineering Technologies; and
  - Transportation Distribution Logistics.

## **Realignment Task Number 2**

BCCC will make workforce development and job placement top educational priorities. To accomplish this task, BCCC has:

- cultivated workforce and continuing education partnerships and created a more robust career services center;
- ensured that all current and future workforce programming is aligned to economic opportunities across eight targeted industry sectors for the Baltimore region;
- researched and implemented best practices in workforce development and continuing education;
- expanded workforce programs and realigned into eight industry sectors;
- launched the Industrial Maintenance Mechanic program and apprenticeship program;
- coordinated BCCC grant development and grant management offices across credit and noncredit program initiatives;
- inventoried existing workforce Memorandum of Understanding's (MOU) to make sure they are aligned with the eight industry sectors; and
- established new apprenticeship and workforce training opportunities.

## **Realignment Task Number 3**

BCCC will improve student pathways to success, including remedial education, attainment of a degree or postsecondary certificate, and transfer to four-year institutions of higher education. For this realignment task, BCCC has:

- reduced the levels of developmental education in reading, English, and math;
- offered developmental courses during BCCC's accelerated eight-week sessions;
- piloted the top 20 highest enrolled BCCC courses for Open Educational Resources (OER) implementation;
- begun to develop a plan to complete the remaining courses needed for a general education OER degree;

*R95C00 – Baltimore City Community College*

- established the following Achieving The Dream (ATD) teams: Core, Communications, Data;
- launched the Summer Bridge boot camp for Mayor’s Scholars Program students;
- utilized the resources of the University System of Maryland’s B-Power initiative to support dual enrollment by becoming part of the University of Baltimore’s collaboration with the Baltimore City Public School System (BCPSS); and
- expanded P-TECH enrolment with the launch of a third P-TECH school.

**Realignment Task Number 4**

BCCC will enter into an MOU in order to establish student pathways to success with BCPSS, institutions of higher education, and employers. BCCC has worked toward accomplishing this task by:

- completing the review and inventory existing BCCC agreements with BCPSS and other institutions of higher education; and
- creating guiding principles and procedures for all future articulation agreements and completed a comprehensive list of those agreements.

**Realignment Task Number 5**

BCCC has aligned its budget with realistic enrollment projections by basing enrollment projections on 3,000 FTES per year.

**Realignment Task Number 6**

BCCC has engaged a qualified firm to conduct a comprehensive staffing audit of BCCC faculty, staff, and administration.

**Realignment Task Number 7**

BCCC reengaged and solidified partnership agreements with BCCC stakeholders including government, business, community, higher education, corporate funders, partnerships, and BCCC initiatives.

**Realignment Task Number 8**

BCCC is attempting to develop and market a brand by doing the following:

- launching a new website, March 2018;

*R95C00 – Baltimore City Community College*

- increasing social media presence on Facebook, Twitter, and LinkedIn, by implementing the use of videos, photos, and interactive posts while utilizing analytics to increase user engagement; and
- installing branded beautification projects campus-wide.

**Realignment Task Number 9**

BCCC will address its IT and infrastructure needs and will determine whether oversight by the Department of Information Technology (DoIT) is advisable. SB 253 of 2019 would exempt BCCC from oversight by DoIT. To achieve this realignment task, BCCC partnered with DoIT to provide a comprehensive and modern IT infrastructure plan.

**Realignment Task Number 10**

BCCC is in the process of developing or selling all unused or underutilized real estate, including the Inner Harbor site by having:

- developed an Request for Proposals for redevelopment of the Inner Harbor campus; and
- completed a review to ensure that all BCCC owned or leased property is fully utilized.

**Realignment Task Number 11**

BCCC identified barriers in State and local laws or regulations that impede the ability of BCCC to operate efficiently and effectively including procurement and capital construction projects.

**Realignment Task Number 12**

The Board of Trustees of BCCC reviewed and approved BCCC's *2018-2022 Strategic Plan*.

BCCC recently hired a permanent President who will take the job in the spring semester. The President of BCCC is required to meet the following criteria:

- a commitment to lifelong learning and achievement;
- academic leadership skills to determine future priorities, strategic initiatives, new programs or methods of program delivery, and evaluation of accountability for current programs;
- the vision and skills to develop and implement a focus, vision, and strategies for BCCC that address the critical academic, career, and continuing education roles of BCCC;

*R95C00 – Baltimore City Community College*

- the ability to articulate effectively to BCCC’s focus, vision, and the strategies for the future to a wide range of stakeholders and the public;
- the ability to develop new and improved partnerships between BCCC and Baltimore City; BCPSS; institutions of higher education located in Baltimore City; business and workforce sectors; religious, civic, and professional communities; and the State;
- the ability to enhance BCCC’s role in the continuing economic and workforce development of the region, including upgrading the skills of young people and adults to obtain employment that supports families and attracts new employers to the region; and
- a dedication to serving all of the BCCC stakeholders in Baltimore City and the State.

A national search was conducted to fill the position. Over 70 applications were received with about 10 candidates interviewed. After three interviews, Dr. Debra L. McCurdy, President of Rhodes State College in Lima, Ohio, was chosen to fill the position. While President at Rhodes State College, Dr. McCurdy forged close connections to the business community to expand employment opportunities for students, increased enrollment, and increased the offerings from technical programs to more comprehensive programs, including associate’s of arts and associate’s of science degrees. Before Rhodes State College, Dr. McCurdy worked for nine years as provost and chief operating officer for the Dunwoody Campus at Georgia Perimeter College and for seven years as assistant and associate provost at Clark Atlanta University in Atlanta.

**The President should comment on the status of the realignment plan. The President should identify what realignment tasks have yet to be accomplished or have not met their identified targeted completion dates or outcomes.**

### **3. Five-year IT Infrastructure Plan**

Fiscal 2019 Budget Bill language directed BCCC to provide the budget committees with a five-year IT infrastructure plan, including the IT infrastructure that it will upgrade or replace, its timeline for replacing and upgrading, when it will be able to support a new ERP system, and all associated costs. In order to achieve BCCC’s organization goals, core IT challenges needed to be addressed. Over a number of years, BCCC has been held back by aging solutions, limited process improvement, and limited skill development of staff. BCCC’s IT improvement goals include:

- improving the student experience;
- improving faculty, staff, and administrative work experience;
- addressing the IT and infrastructure needs of BCCC, including whether oversight by the DoIT is advisable as captured by Realignment Task #9 of the Reorganization Implementation Plan;

*R95C00 – Baltimore City Community College*

- providing core infrastructure and core business systems that address current operational needs and provides for future growth and innovation; and
- maximizing health, security, and support of systems at the lowest cost and with the lowest operational management requirement.

BCCC has identified three pillars of IT infrastructure that must be addressed in its IT improvement plan. These include overall IT infrastructure, financial aid, and the Core Business System. BCCC has indicated that full implementation of this plan will remedy the inconsistent practices and results across the overall IT operation, the inconsistent and shared accountabilities, and IT staff dissatisfaction.

BCCC has provided an overall timeline for procurement and implementation of the three pillars as follows:

- Infrastructure modernization will occur over two phases. Phase 1 will begin at the start of fiscal 2019 and run to the beginning of fiscal 2020. This phase will include an infrastructure refresh of the local area network, wide area network, Voice over Internet Protocol phone system, WiFi, and the Administration Building. Phase 2 will begin in the third quarter of fiscal 2019 and run through the second quarter of fiscal 2020 and will address server/datacenter modernization and strategy.
- The financial aid management technology repairs will begin in fiscal 2019 and end in the fourth quarter of fiscal 2019. This process will involve the Regent financial aid system going live.
- Core Business System selection will begin at the start of fiscal 2020. By the second quarter of fiscal 2020, Core Business System implementation will occur and will run through calendar 2020. This process will involve launching the following major modules:
  - Student and Financial Aid Modules;
  - Finance and Business Administration functions (including the chart of accounts, may also include procurement functionality and support of many other back-office functions);
  - Human Resources;
  - Portal (for diverse constituent groups); and
  - Enhanced reporting and data analytics.

The combined projects costs for the project are provided in **Appendix 2**, and a breakdown of the timeline for completion can be seen in **Appendix 3**.

*R95C00 – Baltimore City Community College*

**The President should comment on the progress of the IT infrastructure improvements, if the schedule identified by BCCC for implementation has been followed, whether the schedule is realistic given the number of new systems being launched in a short timeframe, and what, if any, barriers have been identified.**

## Operating Budget Recommended Actions

1. Adopt the following narrative:

**Information Technology (IT) Infrastructure Renovations:** Baltimore City Community College (BCCC) has faced numerous difficulties in updating its IT infrastructure. This has resulted in many IT shortcomings for BCCC, including, but not limited to, being unable to procure a new Enterprise Resource Planning (ERP) system, being unable to properly safeguard student data, and not adequately providing malware protection for its computers. An IT infrastructure five-year plan was produced at the end of the 2018 calendar year which documented the IT infrastructure that will need to be upgraded or replaced, its timeline for replacing and upgrading, when it will be able to support a new ERP system, and all associated costs. The budget committees request a report that documents the status of the implementation of the IT infrastructure renovation, including if internal timelines were met and if cost estimates were correct, as well as any additional findings that occurred as a result of the upgrade process.

<b>Information Request</b>	<b>Author</b>	<b>Due Date</b>
IT Infrastructure plan update	BCCC	July 1, 2019

2. Adopt the following narrative:

**Realignment Plan Status Update:** Baltimore City Community College (BCCC) submitted a final institutional realignment implementation plan in December 2018. This realignment plan, with completion due dates for implementation tasks and tactics, identified when and how certain institutional realignment tasks would be completed. The budget committees request a report on the institutional realignment plan that further documents progress toward completion of the realignment plan's objectives.

<b>Information Request</b>	<b>Author</b>	<b>Due Date</b>
Realignment plan update	BCCC	October 1, 2019

3. Adopt the following narrative:

**Enrollment and Mayor's Scholars Program Update:** Baltimore City Community College (BCCC) has seen decreases in enrollment for full-time equivalent students (FTES) from 2011 through 2018. While enrollment headcount increased to start the 2018 academic year, enrollment per FTES has reached a historic low. The Mayor's Scholars Program has the potential to provide BCCC with an influx of students that could bolster the decreasing enrollment per FTES numbers faced by BCCC. The budget committees request a report that



*R95C00 – Baltimore City Community College*

identifies what actions are being taken to address the decrease in enrollment per FTES and what impact the Mayor’s Scholars Program will have on FTES enrollment, along with any other pertinent enrollment strategies or campaigns.

<b>Information Request</b>	<b>Author</b>	<b>Due Date</b>
Enrollment and Mayor’s Scholars Program	BCCC	December 1, 2019

*R95C00 – Baltimore City Community College*

**Appendix 1  
Current and Prior Year Budgets  
Baltimore City Community College  
(\$ in Thousands)**

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Other Unrestricted Fund</u>	<u>Total Unrestricted Fund</u>	<u>Restricted Fund</u>	<u>Total</u>
<b>Fiscal 2018</b>							
Legislative Appropriation	\$40,602	\$0	\$0	\$24,809	\$65,411	\$20,336	\$85,747
Deficiency/Withdrawn Appropriation	-320	0	0	-1,500	-1,820	0	-1,820
Cost Containment	-251	0	0	0	-251	0	-251
Budget Amendments	-600	0	0	0	-600	0	-600
Reversions and Cancellations	0	0	0	-4,910	-4,910	-4,057	-8,967
<b>Actual Expenditures</b>	<b>\$39,431</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,399</b>	<b>\$57,830</b>	<b>\$16,279</b>	<b>\$74,109</b>
<b>Fiscal 2019</b>							
Legislative Appropriation	\$40,381	\$0	\$0	\$24,360	\$64,741	\$20,154	\$84,895
Budget Amendments	0	0	0	0	0	0	0
<b>Working Appropriation</b>	<b>\$40,381</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,360</b>	<b>\$64,741</b>	<b>\$20,154</b>	<b>\$84,895</b>

Note: The fiscal 2019 appropriation does not include deficiencies, a one-time \$500 bonus, or general salary increases. Numbers may not sum to total due to rounding.

## **Fiscal 2018**

Expenditures of unrestricted funds, which includes general funds and other unrestricted funds, decreased by \$7.6 million from the 2018 legislative appropriation.

General funds decreased by a total of \$1.17 million. Section 19 of the fiscal 2019 Budget Bill withdrew \$320,000 based on a surplus in the health insurance account. Also included in the budget bill, \$600,000 in general funds was transferred to the Universities at Shady Grove. Additionally, general funds further decreased by \$251,000 due to cost containment, which was applied as a reduction in conference travel expenses totaling \$200,000 and a reduction in outside services for plant maintenance totaling \$51,000.

Other unrestricted funds decreased by \$6.4 million. A current unrestricted fund negative deficiency reduced Baltimore City Community College's (BCCC) fiscal 2018 appropriation to bring funding in line with projected revenues. At the close of the fiscal year, \$4.9 million in other unrestricted funds related to BCCC's Enterprise Resource Planning software was reverted.

Total restricted funds decreased by \$4.1 million as a result of cancellations primarily due to a reduction in enrollment and budgeting of Title IX funds (Federal Pell Grant, Federal Supplemental Educational Opportunity Grant, *etc.*).

## **Fiscal 2019**

To date, there have been no changes to the fiscal 2019 legislative appropriation.

**Appendix 2**  
**Cost Estimates for Information Technology Improvements**  
**Fiscal 2019-2022**

<u>Item</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>Total</u>
Financial Aid Management	\$1,000,000	\$250,000	\$250,000	\$250,000	\$1,750,000
Infrastructure (Phase 1)	2,000,000	150,000	150,000	150,000	2,450,000
Infrastructure (Phase 2)	400,000	900,000	900,000	900,000	3,100,000
Core Business System (ERP)					
Research and Planning	481,000	525,000	525,000	525,000	2,056,000
Software as Service Licenses*		700,000	700,000	700,000	2,100,000
Implementation*		2,500,000	3,000,000	1,500,000	7,000,000
<b>Totals</b>	<b>\$3,881,000</b>	<b>\$5,025,000</b>	<b>\$5,525,000</b>	<b>\$4,025,000</b>	<b>\$18,456,000</b>

ERP: Enterprise Resource Planning

\*Numbers represent best-guess estimates until ERP research and planning and support is able to validate estimates.

**Appendix 3  
BCCC IT Infrastructure Schedule**

Pillars	FY 2019				FY 2020				FY 2021	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Infrastructure Modernization (Phase 1)	[Light Blue Bar]									
Infrastructure Modernization (Phase 2)			[Light Blue Bar]							
Financial Aid Management	[Purple Bar]									
Core Business System Research and Preparation	[Red Bar]									
Core Business System Selection					[Grey Bar]					
Core Business System Implementation						[Grey Bar]				
	CY 2018		CY 2019				CY 2020			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

BCCC: Baltimore City Community College  
IT: information technology

\*Procurement and purchasing are critical to achieving target implementation of Core Business System projected through fiscal 2020-2023

Source: Baltimore City Community College

**Appendix 4  
Object/Fund Difference Report  
Baltimore City Community College**

<u>Object/Fund</u>	<u>FY 18 Actual</u>	<u>FY 19 Working Appropriation</u>	<u>FY 20 Allowance</u>	<u>FY 19 - FY 20 Amount Change</u>	<u>Percent Change</u>
<b>Positions</b>					
01 Regular	444.00	444.00	437.00	-7.00	-1.6%
02 Contractual	199.82	165.92	168.53	2.61	1.6%
<b>Total Positions</b>	<b>643.82</b>	<b>609.92</b>	<b>605.53</b>	<b>-4.39</b>	<b>-0.7%</b>
<b>Objects</b>					
01 Salaries and Wages	\$ 37,003,447	\$ 40,640,508	\$ 41,856,355	\$ 1,215,847	3.0%
02 Technical and Spec. Fees	9,495,282	7,036,563	7,018,539	-18,024	-0.3%
03 Communication	401,020	625,107	511,764	-113,343	-18.1%
04 Travel	480,705	354,612	474,612	120,000	33.8%
06 Fuel and Utilities	1,490,542	1,856,165	1,794,014	-62,151	-3.3%
07 Motor Vehicles	80,549	163,550	173,438	9,888	6.0%
08 Contractual Services	6,839,370	10,678,332	9,744,121	-934,211	-8.7%
09 Supplies and Materials	2,237,794	3,401,092	2,811,966	-589,126	-17.3%
10 Equipment – Replacement	723,869	514,181	1,268,901	754,720	146.8%
11 Equipment – Additional	983,799	912,112	964,112	52,000	5.7%
12 Grants, Subsidies, and Contributions	10,458,424	14,592,782	14,152,748	-440,034	-3.0%
13 Fixed Charges	3,635,483	3,600,154	3,648,002	47,848	1.3%
14 Land and Structures	278,362	519,656	519,656	0	0%
<b>Total Objects</b>	<b>\$ 74,108,646</b>	<b>\$ 84,894,814</b>	<b>\$ 84,938,228</b>	<b>\$ 43,414</b>	<b>0.1%</b>
<b>Funds</b>					
40 Unrestricted Fund	\$ 57,829,803	\$ 64,740,663	\$ 65,588,694	\$ 848,031	1.3%
43 Restricted Fund	16,278,843	20,154,151	19,349,534	-804,617	-4.0%
<b>Total Funds</b>	<b>\$ 74,108,646</b>	<b>\$ 84,894,814</b>	<b>\$ 84,938,228</b>	<b>\$ 43,414</b>	<b>0.1%</b>

Note: The fiscal 2019 appropriation does not include deficiencies, a one-time \$500 bonus, or general salary increases. The fiscal 2020 allowance does not include general salary increases.

**Appendix 5  
Fiscal Summary  
Baltimore City Community College**

<u>Program/Unit</u>	<u>FY 18 Actual</u>	<u>FY 19 Wrk Approp</u>	<u>FY 20 Allowance</u>	<u>Change</u>	<u>FY 19 - FY 20 % Change</u>
01 Instruction	\$ 21,534,605	\$ 23,884,372	\$ 22,570,447	-\$ 1,313,925	-5.5%
03 Public Service	1,568,268	1,600,000	1,650,000	50,000	3.1%
04 Academic Support	6,650,527	5,075,196	6,508,287	1,433,091	28.2%
05 Student Services	5,664,827	6,877,458	6,714,398	-163,060	-2.4%
06 Institutional Support	18,320,321	20,481,997	21,556,441	1,074,444	5.2%
07 Operation and Maintenance of Plant	7,438,625	8,640,901	8,615,699	-25,202	-0.3%
08 Auxiliary Enterprises	2,797,069	3,872,328	3,251,769	-620,559	-16.0%
17 Scholarships and Fellowships	10,134,404	14,462,562	14,071,187	-391,375	-2.7%
<b>Total Expenditures</b>	<b>\$ 74,108,646</b>	<b>\$ 84,894,814</b>	<b>\$ 84,938,228</b>	<b>\$ 43,414</b>	<b>0.1%</b>
Unrestricted Fund	\$ 57,829,803	\$ 64,740,663	\$ 65,588,694	\$ 848,031	1.3%
Restricted Fund	16,278,843	20,154,151	19,349,534	-804,617	-4.0%
<b>Total Appropriations</b>	<b>\$ 74,108,646</b>	<b>\$ 84,894,814</b>	<b>\$ 84,938,228</b>	<b>\$ 43,414</b>	<b>0.1%</b>

Note: The fiscal 2019 appropriation does not include deficiencies, a one-time \$500 bonus, or general salary increases. The fiscal 2020 allowance does not include general salary increases.