



February 4, 2020

The Honorable Paul Pinsky, Chairman
Education, Health and Environmental Affairs Committee
Maryland Senate
2 West Miller Senate Office Building
11 Bladen Street
Annapolis, MD 21401

RE: Senate Bill 159, Baltimore City Community College – Procurement Authority
Position: Support

Dear Chairman Pinsky:

Baltimore City Community College (BCCC) supports Senate Bill 159, which is scheduled to be heard in the Education, Health and Environmental Affairs Committee on February 4, 2020. SB159 is directly related to BCCC's ongoing efforts to meet the requirements of the College's Realignment legislation enacted in 2017. House Bill 1595/Senate Bill 1227 of 2017 (codified in Section 16-504 of the Education Article, Maryland Annotated Code) set forth twelve separate institutional Realignment tasks, all of which BCCC vigorously and proactively pursued. One of those tasks was to "... Identify any barriers in State or local law or regulations that impede the ability of the College to operate efficiently and effectively, including procurement and capital construction projects..."

Since 2017, when the Realignment law took effect, BCCC engaged in a comprehensive assessment of College operations, personnel, finances, enrollment, student success and many other areas. The operational issue that most consistently arose as an impediment to efficient internal operations was BCCC's low procurement delegation threshold. As a State agency, BCCC must currently procure any contract with a value of more than fifty thousand dollars (\$50,000) to oversight by control agencies and approval by the Board of Public Works. The practical result of this is that relatively modest solicitations in terms of scope and dollar value, such as repairing the public safety blue light/call box system took nearly 3 months or standard IT equipment for administrative offices, have taken as much as a year to complete at BCCC. All other State-funded public colleges in Maryland, and all other community colleges in the state, have independent procurement authority which allows them to act for the benefit of their students much more efficiently and flexibly. SB159 would increase BCCC's procurement threshold to three hundred thousand dollars (\$300,000). While University System of Maryland (USM) schools have a \$1M threshold, BCCC recognizes that our size and needs are different and are therefore requesting a modest threshold increase.

Senate Bill 159 follows the precedent of House Bill 1066 of 2004 which granted expanded procurement authority to Morgan State University and Senate Bill 444 of 2006 which accomplished the same goal for St. Mary's College of Maryland. Like those successful bills, SB159 requires that BCCC adopt procurement policies and procedures that must be approved by three separate oversight bodies: the College's Board of Trustees, the General Assembly's Committee on Administrative, Executive, and Legislative Review (AELR), and the Board of Public Works. The College is committed to pursuing all its procurement solicitations, of whatever size, with the highest standards of professionalism, integrity and transparency.



Senate Bill 159 will allow Baltimore City Community College to obtain goods and services for its students in the same manner that our partner institutions such as Coppin State University and University of Baltimore do, which will make the College more competitive with other community colleges in the region in terms of equipment and facilities.

As part of our Realignment, we are also expanding enrollment projections and developing agreements with Baltimore City Public Schools, other institutions of higher education and employers to create new student opportunities. BCCC has also better aligned our courses that are offered and because of that, credit and dual enrollments have seen a measurable increase. In the Fall of 2017, BCCC had a total headcount of 4,188 students and 139 dual enrollment students. In the Fall of 2018, the total headcount was 4,523 students and 172 dual enrollment students. In the Fall of 2019, the total headcount was 4,909 students and 245 dual enrollment students.

At a time when Baltimore City Community College is making progress in terms of enrollment and alignment of courses with high-demand occupations in both the workforce and academic spheres, SB159 will provide an important operational tool to support the College in its efforts to deliver exceptional and affordable outcomes for its students.

For all these reasons, I respectfully request the Committee grant SB159 a favorable report. Thank you for your time and attention, and for your support of higher education in Maryland. If you have any questions or require further information, please contact me at 410-462-8050 or at dlmccurdy@bccc.edu.

Sincerely,

A handwritten signature in black ink, appearing to read "Debra L. McCurdy", is written over a circular stamp or seal.

Debra L. McCurdy, PhD
President

cc: Members of the Senate Education, Health and Environmental Affairs Committee



Baltimore City Community College

REALIGNMENT TASKS UPDATE

State of Maryland, February 4, 2020

Dr. Debra L. McCurdy, President

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.”

Vice President for Academic Affairs

- Degree and certificate programs are evaluated through the College’s Program Review and Evaluation Committee’s process. BCCC is now in Cycle 3 (fall 2019-spring 2020) of the program review process.
- Dual enrollment programs are increasing enrollment. BCCC’s P-Tech programs are growing and expanding.
- A new program proposal for Digital Marketing Certificate (Industry Partner – Facebook) was approved in January 2020.
- The new Academic Vice President is leading the alignment of academic (credit) and workforce (non-credit) programs through the redesigned Career Pathways.

Realignment Task #2

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

Vice President for Workforce Development & Continuing Education

- The Cyber Warrior Program’s first cohort of students enrolled in February 2019 with more than 30 students taking advantage of additional classes for Computing Technology Industry Association (CompTIA) Certifications (A+, Net+, and Security+).
- BCCC is contracting with Goodwill for new cohorts for Pharmacy Technician.
- Workforce Development & Continuing Education supports internships and job placement with Baltimore City Police Department for Emergency Medical Technician Training graduates.

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.”

Vice President for Academic Affairs

- The Developmental Reading/English Educational Model has been reduced from a three-level sequence of course offerings to a two-level sequence, reducing the number of developmental courses needed.
- Developmental Math was redesigned from a three-level sequence course to a two-level sequence. Modular courses use Artificial Intelligence software (ALEKS) to provide one-on-one instruction and 24/7 virtual support.
- The College has 346 course sections that utilize Open Education Resources (OER) with an estimated savings of \$1,423,500.
- BCCC serves as a partner of the University System of Maryland’s B-Power initiative to support dual enrollment and offer Baltimore City Public School students with co-requisite math courses for underserved schools.

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.”

Vice President for Academic Affairs

- Through agreements between BCCC and Baltimore City Public Schools, the College has a presence in 24 schools.
- BCCC signed articulation agreements with Bowie State University that included a formal signing ceremony on November 5, 2019. The event hosted by BCCC was led by the Presidents of Bowie State University (BSU) and BCCC.

Realignment Task #5

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

Vice President for Finance & Administration, Vice President for Student Affairs & Vice President for Institutional Effectiveness, Research & Planning

- The President assembled the College outreach areas to assess current recruitment efforts and to initiate a comprehensive Enrollment Management Plan. The Enrollment Management Plan will be led by Cabinet and include faculty representation.
- A new process was initiated to remediate withdrawing students for non-payment and provide financial opportunities (financial aid, scholarships and payment plan) to lessen the number of students who are withdrawn/purged.
- The launch of the Mayor’s Scholars Program (MSP) has positively impacted enrollment trends.

Realignment Task #6

“Engage in a comprehensive review of all positions, faculty, and staff at BCCC.”

Executive Director for Human Resources

- The College has taken a comprehensive approach to the recommendations from the edBridge June 2018 report to improve and realign the departments for efficiency.
- In the first phase of this process, an assessment resulted in 31 contractual positions ending, June 28, 2019, not being renewed.
- As requested in the April 2019 Joint Chairman’s report, contractual positions will continue to be reviewed to determine conversion options.
- The College is currently in Phase 2 of this Realignment Task to review and determine position need. Positions at all levels are being reviewed.

Realignment Task #7

“Establish strong relationships with key stakeholders.”

Vice President for Advancement & Strategic Partnerships

- Through partnerships with external relationships, the College has:
 - Reestablished a strong relationship with the Mayor’s Office including the new administration.
 - Established apprenticeships with Department of Transportation, Department of Public Works, Department of Labor, Licensing and Regulation and local businesses.
 - Partnered with Concerted Care Foundation to provide workforce training program options in the Commercial Driver’s License (CDL), Warehouse Logistics and Customer Service programs.
 - Established a partnership with Pride Center of Baltimore, serving the LGBTQ community.
 - Hosted Mayor’s Office Community Collaborative Design Convening, Council President’s Town Hall, 8th Council District Town Hall, and Public Safety Forum.

Realignment Task #8

“Develop and market a brand for BCCC.”

Vice President for Advancement & Strategic Partnerships

- BCCC worked with the Hatcher Group to redesign the College’s logo and seal as well as a refresh of the Panther mascot. Over the past 4-6 months, various focus groups were held and over 3000 stakeholders were surveyed to determine perception about the College and BCCC’s logo and collateral materials.
 - Final options delivered to BCCC to test on campus (August 2019)
 - Testing phase (September 2019)
 - Selection expected (November 2019)
 - Draft College logos and seals presented to the Board of Trustees (September 2019)

Realignment Task #9

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

Chief Information Officer

- The College continues to evaluate and address its IT infrastructure needs, while working with the Department of Information Technology (“DoIT”).
- An updated IT Infrastructure report was submitted to the Joint Chairs on July 1, 2019 which highlighted major milestones.
- **Enterprise Resource Planning (ERP) Update**

Background: The College needs to replace its legacy business and student systems with a modern, integrated Enterprise Resource Planning (ERP) system. To date, the College has published two Request for Proposals (RFP) for an ERP system through the State of Maryland’s eMaryland Marketplace. Neither RFP process yielded a product selection.

Current State: The leadership of the core ERP team consisting of the President, CIO, VP for Institutional Effectiveness, Research and Planning, Chief Procurement Officer, General Counsel, and ITS Project Manager, has made significant progress. The College progressed to a “**Green**” project status in December 2019. BCCC is on track to select an ERP solution by May 2020.

Realignment Task #10

“Develop or sell all unused or underutilized real estate, including the Inner Harbor site.”

Vice President for Finance & Administration

- Currently, the requirements for Realignment Task #10 are under discussion with the Department of General Services (DGS) and the Office of the Assistant Attorney General for the State of Maryland. Meetings are ongoing to review options and opportunities for the sale and lease of some properties.

Realignment Task #11

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

Director for Government Relations

- BCCC prepared State legislation to give the College independent procurement authority, similar to all other public colleges in Maryland. The legislation was introduced in January 2019 during the General Assembly session. Although it did not pass the Senate Education, Health & Environmental Affairs Committee it led to discussions between the Department of General Services and BCCC that offer opportunities to give the College a higher level of procurement authority. Updated legislation was introduced in January 2020 in both the House and Senate.

Realignment Task #12

The Board of Trustees shall review, and if necessary, revise the BCCC strategic plan.

President & Cabinet

- The President and Cabinet are reviewing the Board of Trustees approved 2018-2022 Strategic Plan goals and objectives. The work of expanding the Strategic Plan will engage members of the College community to develop strategies and targets.
- Plans are in process and being refined for the following:
 - Facilities Master Plan;
 - Academic Master Plan;
 - Technology Master Plan; and
 - Enrollment Master Plan.
- The Facilities Master Plan is proceeding in consultation with Department of General Services (DGS) and several engineering firms including, Noelker and Hull Associates, Inc., AMT Engineers and Weigand Engineering. An update on the BCCC Facilities Master Plan was presented at the December 2019 Board of Trustees meeting.