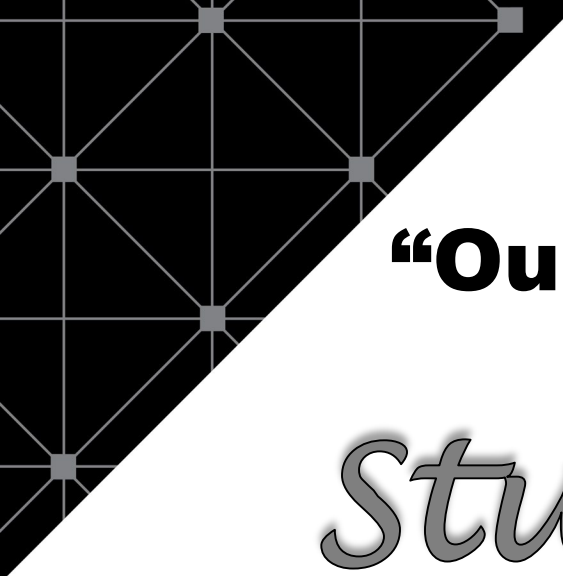


Baltimore City Community College

Dr. Debra L. McCurdy, President

**Maryland Higher Education Commission
Dr. Sanjay Rai, Secretary
September 17, 2025**

**State of Maryland
Wes Moore, Governor
FY 2027 Operating & Capital Budget**



“Our Center”

Students First

Students First

Students First





- ❖ **Student Access**
- ❖ **Student Success**
- ❖ **Institutional Innovation**



“Our 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.

“Our 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.

“Our Core Values”

Integrity

Teaching

Respect

Learning

Diversity

Excellence

Leadership

Professionalism



Strategic Plan Alignment

2024-2029 Strategic Plan Framework (draft)

Delivering Our Promise

Innovation & Outcomes
–The Student Experience

Deliberate Retention
Approaches

Designing Student-
first Processes

Market-Focused Academic
Pathways

Aligning Our Strengths

Empowered &
Courageous – Our
Panther Community

Budget Process Built for
Innovation

Leveraging Technology,
Data, and Systems for
Institutional Success

Supporting Extraordinary
Talent

Expanding Our Reach

Trusted & First
– The Partner of
Baltimore

Our Students, Our Story

From Realigned to
Resolved

Community Spaces that
Connect and Activate

MSCHE Standards for Accreditation, 13 th Ed.	Standard I – Mission & Goals	Standard II – Ethics & Integrity	Standard III – Design & Delivery of the Student Learning Experience	Standard IV – Support of the Student Learning Experience	Standard V – Educational Effectiveness Assessment	Standard VI – Planning, Resources & Institutional Improvement	Standard VII – Government, Leadership & Administration
MHEC 2022 MD State Plan for Higher Education	Goal 1 – Access	Goal 2 – Success	Goal 2 – Success Goal 3 – Innovation	Goal 2 – Success Goal 3 – Innovation	Goal 2 – Success	Goal 1 – Access Goal 3 – Innovation	Goal 2 – Success
MD General Assembly 2017 BCCC Realignment Tasks	Task 1 – Review and strategically align core course offerings Task 2 – Prioritize workforce development and job placement Task 3 – Improve student pathways to success Task 4 – Establish student pathways with City Schools and higher education institutions Task 5 – Align budget with realistic projections Task 7 – Establish strong relationships with stakeholders Task 8 – Develop and market a brand for BCCC Task 9 – Address IT and infrastructure Task 12 – Review and revise the Strategic Plan	Task 8 – Develop and Market a Brand for BCCC Task 11 – Identify any barriers in state or local laws or regulations that impede operations	Task 9 – Address IT and infrastructure	Task 2 – Prioritize workforce development and job placement	Task 2 – Prioritize workforce development and job placement Task 3 – Improve student pathways to success	Task 1 – Review and strategically align core course offerings Task 5 – Align budget with realistic projections Task 6 – Comprehensive review of all positions Task 8 – Develop and market a brand for BCCC Task 9 – Address IT and infrastructure Task 10 – Develop or sell underutilized real estate Task 11 – Identify any barriers in state or local laws or regulations that impede operations Task 12 – Review and revise the Strategic Plan	Task 2 – Prioritize workforce development and job placement Task 4 – Establish student pathways with City Schools and higher education institutions Task 6 – Comprehensive review of all positions Task 7 – Establish strong relationships with stakeholders Task 11 – Identify any barriers in state or local laws or regulations that impede operations
BCCC 2018-2022 Strategic Plan superseded by Realignment Tasks 2024-2029 in-process	Goal 1 – Student Success	Goal 1 – Student Success	Goal 1 – Student Success Goal 2 – Community Engagement	Goal 1 – Student Success Goal 2 – Community Engagement	Goal 1 – Student Success Goal 3 – Institutional Framework	Goal 3 – Institutional Framework	Goal 2 – Community Engagement Goal 3 – Institutional Framework
BCCC 2014-2017 Academic Master Plan 2024-2029 in-process	Goal 1 – Academic Success	Goal 1 – Academic Success	Goal 1 – Academic Success Goal 4 – Effective Technology	Goal 1 – Academic Success Goal 4 – Effective Technology	Goal 1 – Academic Success Goal 4 – Effective Technology	Goal 3 – Physical Learning Environment Goal 5 – Revenue	Goal 2 – Effective Operations
BCCC 2013-2018 Strategic Enrollment Management & Retention Plan 2019-Present Updated Annually 2024-2029 in-process	Goal 1 – Stabilize Enrollments Goal 5 – Responding to Economic Forces		Goal 6 – Creating a Culture of Evidence	Goal 2 – Linking Academic and Student Service Programs Goal 4 – Transforming Retention Rates	Goal 3 – Improving Services Goal 6 – Creating a Culture of Evidence	Goal 3 – Improving Services Goal 6 – Creating a Culture of Evidence	Goal 5 – Responding to Economic Forces
BCCC 2020 Facilities Master Plan	Priority 1 – Address Deferred Maintenance Priority 2 – Replace Aging Structures Priority 3 – Grow New Programs		Priority 1 – Address Deferred Maintenance Priority 3 – Grow New Programs	Priority 1 – Address Deferred Maintenance Priority 3 – Grow New Programs	Priority 2 – Replace Aging Structures Priority 3 – Grow New Programs	Priority 1 – Address Deferred Maintenance Priority 2 – Replace Aging Structures	Priority 3 – Grow New Programs
BCCC 2023 IT Master Plan		Goal 1 – ERP Implementation	Goal 1 – ERP Implementation Goal 2 – Technology Refresh	Goal 1 – ERP Implementation Goal 2 – Technology Refresh	Goal 1 – ERP Implementation Goal 2 – Technology Refresh	Goal 1 – ERP Implementation Goal 2 – Technology Refresh Goal 3 – Disaster Recovery Solution	Goal 1 – ERP Implementation Goal 2 – Technology Refresh Goal 3 – Disaster Recovery Solution

Economic Impact

The Economic Value of Baltimore City Community College



\$224.5 million Added income

Alumni impact

Impact of the increased earnings of BCCC alumni and the businesses they work for

An economic boost similar to hosting the World Series 35x



OR **2,166** Jobs supported



\$48.4 million Added income

Operations spending impact

Impact of annual payroll and other spending

Enough to buy 1,025 new cars



OR **686** Jobs supported



\$2.8 million Added income

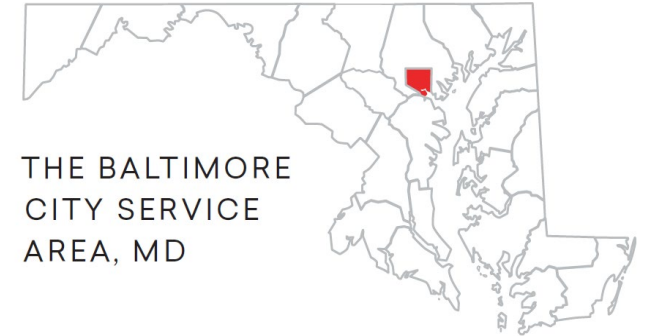
Student spending impact

Impact of the daily spending of BCCC students attracted to or retained in the city

Enough to buy 193 families* a year's worth of groceries



OR **37** Jobs supported



THE BALTIMORE CITY SERVICE AREA, MD

BCCC influences both the **lives of its students** and the **regional economy**.

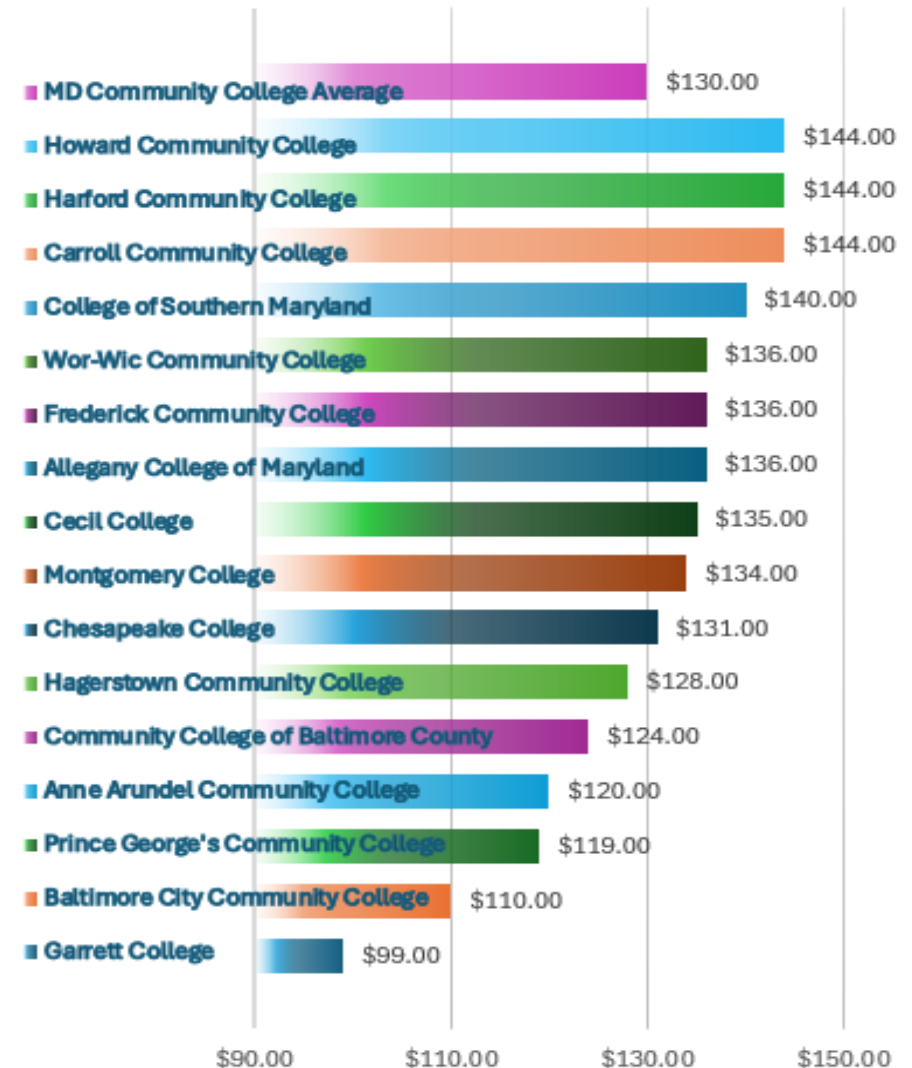
A student with glasses and a yellow jacket is working on a garment in a fashion design studio. She is using a yellow tool to work on a piece of fabric on a table. In the background, there are several mannequins and large windows. The text "Student Access" is overlaid in red.

“Student Access”

Access: Affordability

- ❖ Remains Maryland's 2nd lowest tuition rate
- ❖ In-state tuition rate at \$110 per credit hour since Fall 2017
- ❖ Full-time at 12 credits, students can take an additional six credits at no additional cost
- ❖ As a State agency, no out-of-county tuition rate
- ❖ Free and/or Low Tuition on various platforms including digital and written media.

MARYLAND 2-YEAR COMMUNITY COLLEGE TUITION PER CREDIT HOUR
(FALL 2025 - IN-STATE IN-COUNTY)



Source: [Maryland.gov](https://www.maryland.gov/); Department of Rehabilitation Services, Resources

Enrollment

Credit and Non-credit Enrollment Projections

Maryland Community Colleges

Projections of Potential Enrollment at Maryland Community Colleges

	Actual					10-Year Projections				
	Fall 24	Fall 24	FY 24	FY 24	FY 24	Fall 34	Fall 34	FY 35	FY 35	FY 35
	Undergraduate headcount		FTE	FTDE	Non-credit FTE	Undergraduate headcount		FTE	FTDE	Non-credit FTE
	Full-time	Part-time				Full-time	Part-time			
Anne Arundel Community College	2,984	8,497	6,413	4,301	1,946	3,760	9,088	7,710	5,170	2,395
Allegany College of Maryland	822	1,963	1,646	1,061	584	1,035	2,093	1,868	1,204	465
Baltimore City Community College	840	3,535	2,255	1,369	1,006	1,057	3,716	2,568	1,559	1,331
Carroll Community College	909	2,428	1,821	1,323	419	1,144	2,588	2,190	1,592	487
Community College of Baltimore County	4,144	12,395	9,539	5,459	3,972	5,216	13,224	11,103	6,354	4,216
Cecil College	505	1,244	1,068	730	279	636	1,326	1,177	804	351
Chesapeake College	429	1,666	1,075	690	623	557	1,719	1,253	805	710
College of Southern Maryland	1,859	3,203	3,292	2,010	529	2,311	3,414	4,021	2,455	606
Frederick Community College	1,966	5,327	3,779	2,144	608	2,474	5,679	4,793	2,718	513
Garrett College	355	323	444	325	203	447	293	544	398	187
Hagerstown Community College	1,357	3,731	3,001	1,844	857	1,708	4,007	3,435	2,111	753
Harford Community College	1,573	3,494	2,997	1,992	642	2,099	3,767	3,636	2,417	761
Howard Community College	2,177	6,519	5,460	3,690	1,114	2,740	7,004	6,185	4,180	1,274
Montgomery College	6,546	12,289	11,748	8,368	2,713	8,239	13,124	14,566	10,375	2,784
Prince George's Community College	3,286	8,362	6,673	3,176	2,866	4,136	8,872	8,395	3,995	3,624
Wor-Wic Community College	459	2,482	1,437	970	727	578	2,646	1,748	1,180	709
Total Community Colleges	30,211	77,458	62,648	39,453	19,088	38,137	82,559	75,192	47,317	21,170



Enrollment Projections
2025-2034
Maryland Public Colleges and Universities

May 2025

Wes Moore
Governor

Anna Miller
Lt. Governor

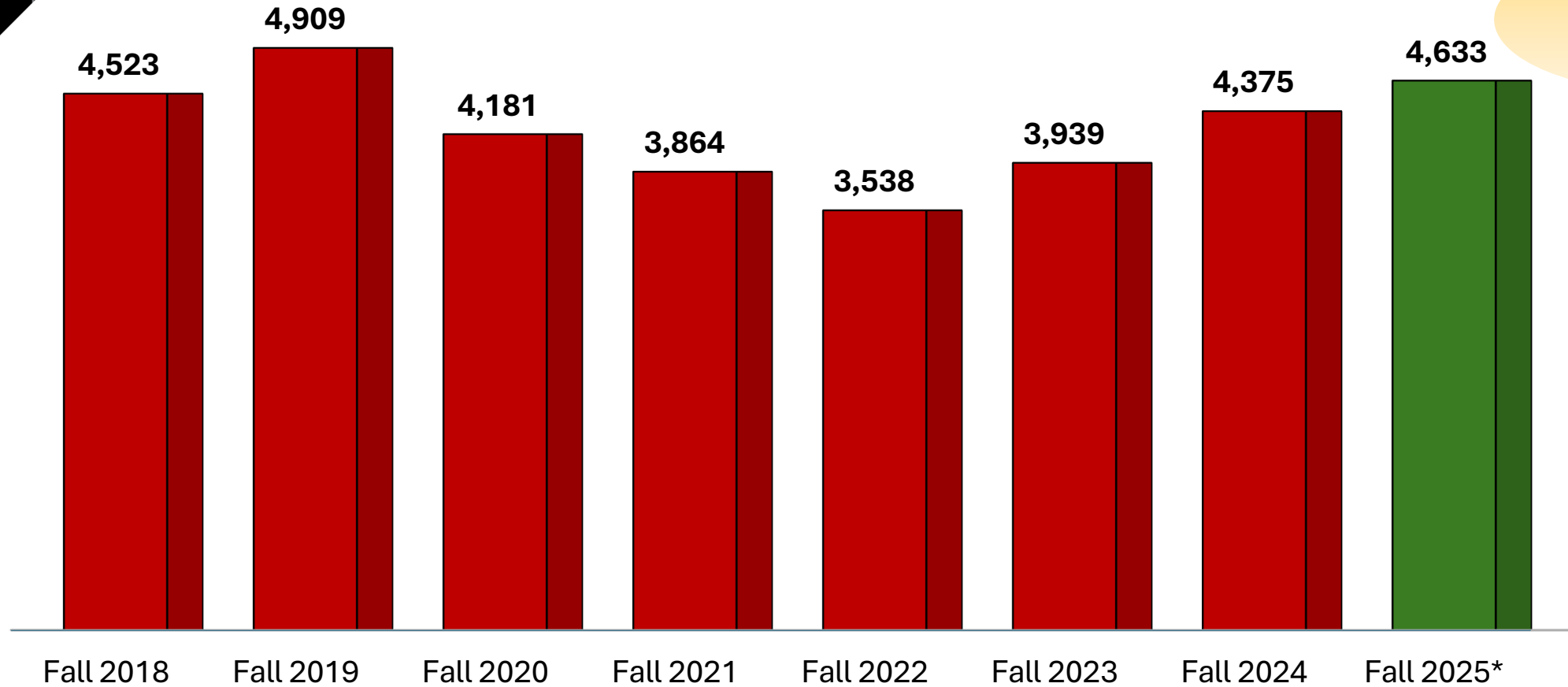
MARYLAND HIGHER EDUCATION COMMISSION
217 N. EIGHTH STREET, SUITE 2100, BALTIMORE, MD 21202
www.mhec.state.md.us

Enrollment

Trends in Credit Enrollment Fall 2018 – 2025*

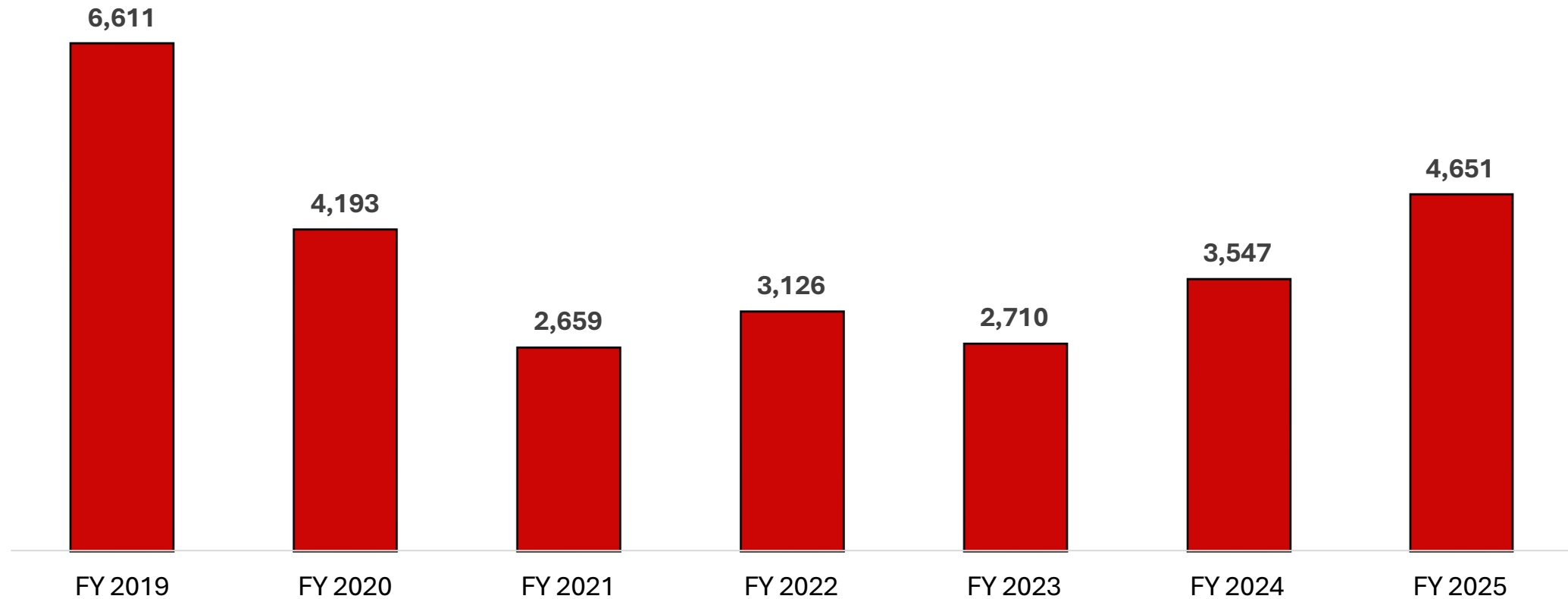
*Fall 2025 as of
September 9, 2025

Last day to
register:
October 21, 2025



Enrollment

Trends in Non-Credit Annual Headcount Enrollment FY 2019 – FY 2025



Panther Success

PANTHER SUCCESS implemented Fall 2024 in collaboration with Maryland Higher Education Commission (MHEC) & MDRC. The program provides proactive advising promoting on-time completion. Participants receive a \$50 monthly stipend.

Outcomes from Pilot Year 2024-2025

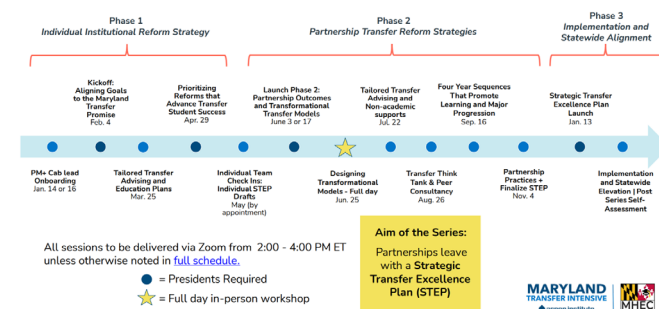
- Ninety (90) participants
- Out of the 90 participants 17 students graduated in either the Fall or Spring semesters
- Over 83% of Fall participants returned Spring

Student Success Center is actively recruiting students for the Fall 2025.

Maryland Transfer Intensive

- ❖ Funded by The Aspen Institute
- ❖ Grant Awarded to the-Maryland Higher Education Commission (MHEC)
- ❖ 2-year & 4-year Institutions Assigned into Teams
- ❖ BCCC & University of Baltimore-Team #5
- ❖ Outcomes: **Strategic Transfer Excellence Plan (STEP)** designed to:
 - provide a structured framework for capturing your partnership's measurable goals,
 - reform priorities,
 - transformational end-to-end transfer redesign,
 - implementation strategies, timeline, and roles & responsibilities.
- ❖ STEP Deadline: January 9, 2026

The Maryland Transfer Intensive





**“Student
Success”**

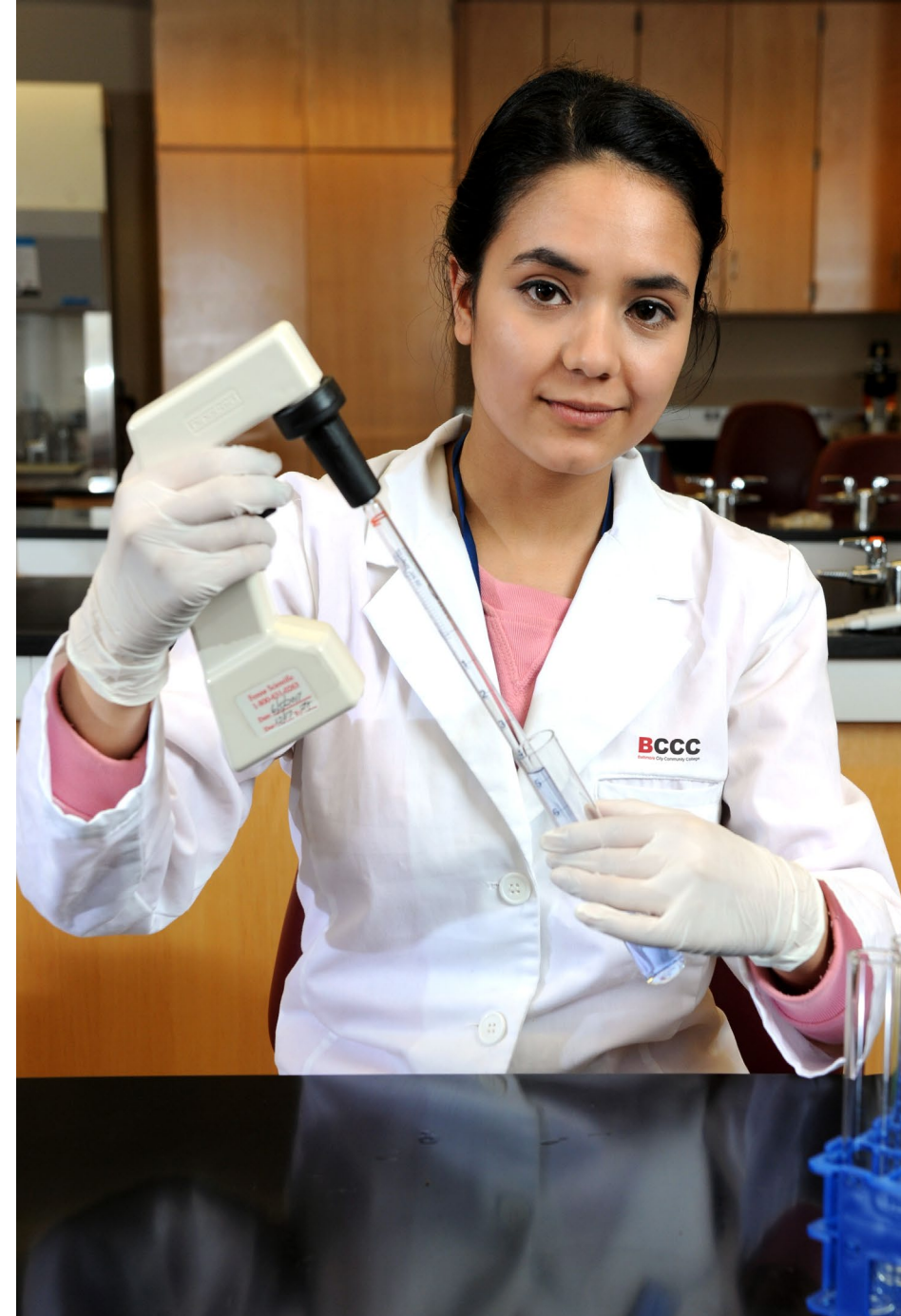
Student Success

- ❖ Seek the *Aspen Prize* for Community College Excellence from the Aspen Institute
- ❖ Outstanding achievement in six critical areas:
 - teaching and learning,
 - certificate and degree completion,
 - transfer and degree attainment,
 - workforce success,
 - access, and equity for students of color and students from low-income backgrounds



Student Success: High-Quality Instruction

- ❖ Use of embedded tutors in gateway courses to strengthen student learning and success
- ❖ Invested in the purchase of Anatomage technology, a state-of-the-art virtual dissection and anatomy platform
- ❖ Invested \$500,000- high fidelity mannequins for students to provide hands-on simulations that closely mirror clinical experiences
- ❖ BCCC and Baltimore City Public Schools are partners in creating developmental math and English courses for students who do not meet the college and career readiness standards (Blueprint for Maryland's Future)



Student Debt

Financial Literacy Measures

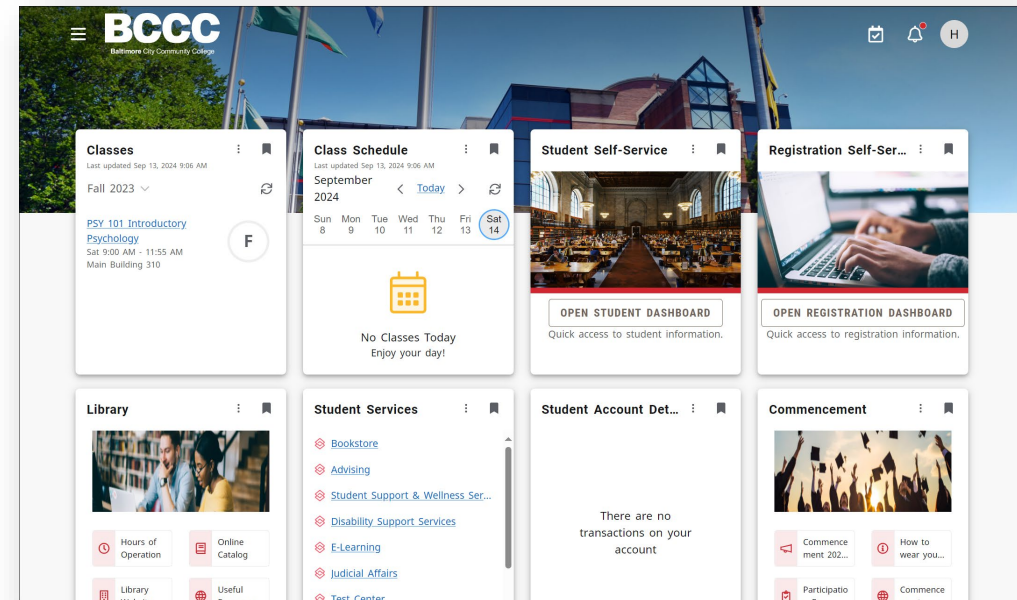
- ❖ One-on-one default/repayment counseling upon request
- ❖ College Preparatory class presentations
- ❖ Beginning Spring 2026 - Monthly Money Matters @ BCCC series



*BCCC does not participate in the federal loan program – **Zero Federal Student Loan Debt***

Student Success Strategies

- ❖ Launch the new myBCCC student portal to provide a single point-of-entry to student tools, streamline registration, and provide degree progress
- ❖ Implement an early warning intervention system to provide timely comprehensive wrap-around support resources and services
- ❖ Utilize supplemental instructors for courses with high rates of D and F grades
- ❖ Develop a policy that allows the College to accept placement scores from other accredited institutions
- ❖ Expand Workforce Development apprenticeship opportunities for Career and Technical Education programs in Academic Affairs
- ❖ Implement a report, analytics, and dashboard tool to assist College leadership with data-informed decisions



Student Success: Retention

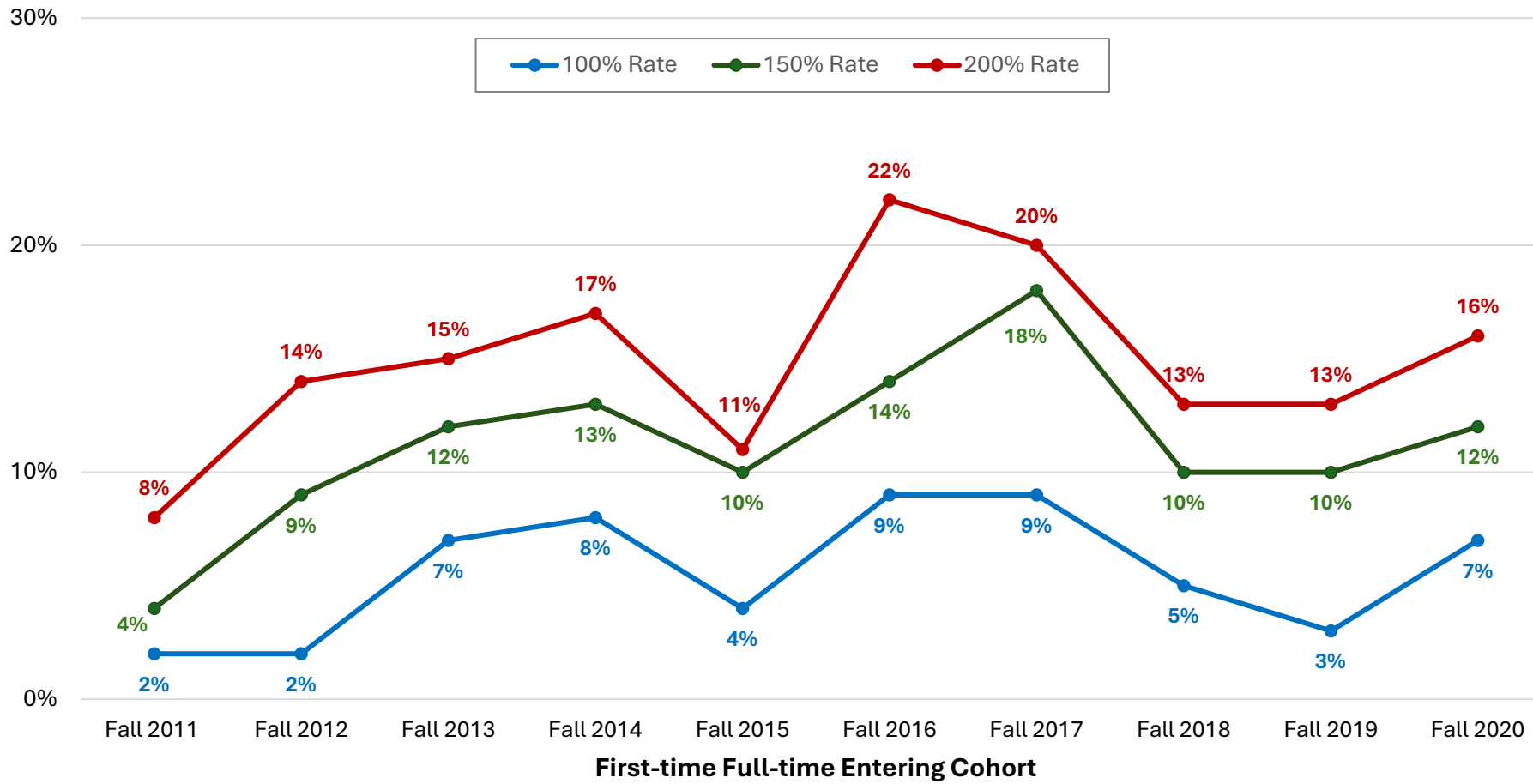
- ❖ Implement automated certificate and degree audit system to match courses to all credit and non-credit programs to increase completion
- ❖ Invest in a class scheduling and predictive analytics platform to improve course planning
- ❖ Enhance the Center for Academic Achievement services for online, embedded, & one-on-one tutoring
- ❖ Modify procedures to improve student attendance including enhanced communications
- ❖ Expand on-site resources to meet non-academic student needs through community partnerships
- ❖ Increase opportunities for articulation agreements with senior institutions

Fall-to-Fall Retention Rate
First-time Degree- & Certificate-Seeking Students

Cohort	Fall 2014 Cohort (n=985)	Fall 2015 Cohort (n=926)	Fall 2016 Cohort (n=771)	Fall 2017 Cohort (n=630)	Fall 2018 Cohort (n=1,097)	Fall 2019 Cohort (n=1,123)	Fall 2020 Cohort (n=662)	Fall 2021 Cohort (n=367)	Fall 2022 Cohort (n=508)	Fall 2023 Cohort (n=663)
Pell grant recipients	31.6%	34.6%	34.8%	37.1%	34.8%	35.0%	55.4%	44.7%	55.1%	43.4%
Developmental students	33.0%	34.3%	37.1%	37.1%	36.2%	31.3%	40.2%	36.6%	48.2%	37.0%
Full-time students	44.0%	45.0%	45.0%	43.0%	44.8%	35.2%	48.5%	54.9%	56.1%	47.0%
Part-time students	27.0%	26.0%	29.0%	33.0%	33.4%	23.5%	26.8%	31.9%	34.8%	29.5%
All students	33.8%	33.8%	35.5%	38.3%	35.2%	31.2%	39.3%	37.5%	43.1%	35.7%
Source: BCCC Performance Accountability Report and Managing For Results based on Enrollment, Degree, and Financial Aid Files submitted to MHEC. BCCC Office of Institutional Research - September 2025										

Definitions: Percentage of first-time degree- and certificate-seeking students attending college for the first time in the fall who return the following fall. Students who graduate before the following fall are removed from the calculation (in accordance with MHEC's guidelines for the Performance Accountability Report). Pell grant recipients received the grant in their first year at the College. Developmental students were assessed to need at least one developmental course. Full-time reflects students enrolled in 12 credits or more (including developmental courses) in their first semester.

Student Success: Graduation (IPEDS Graduation Rates)



Student Success: Graduation and Transfer

Fall 2019 Entering Cohort
Degree Progress Four Years after Initial Enrollment

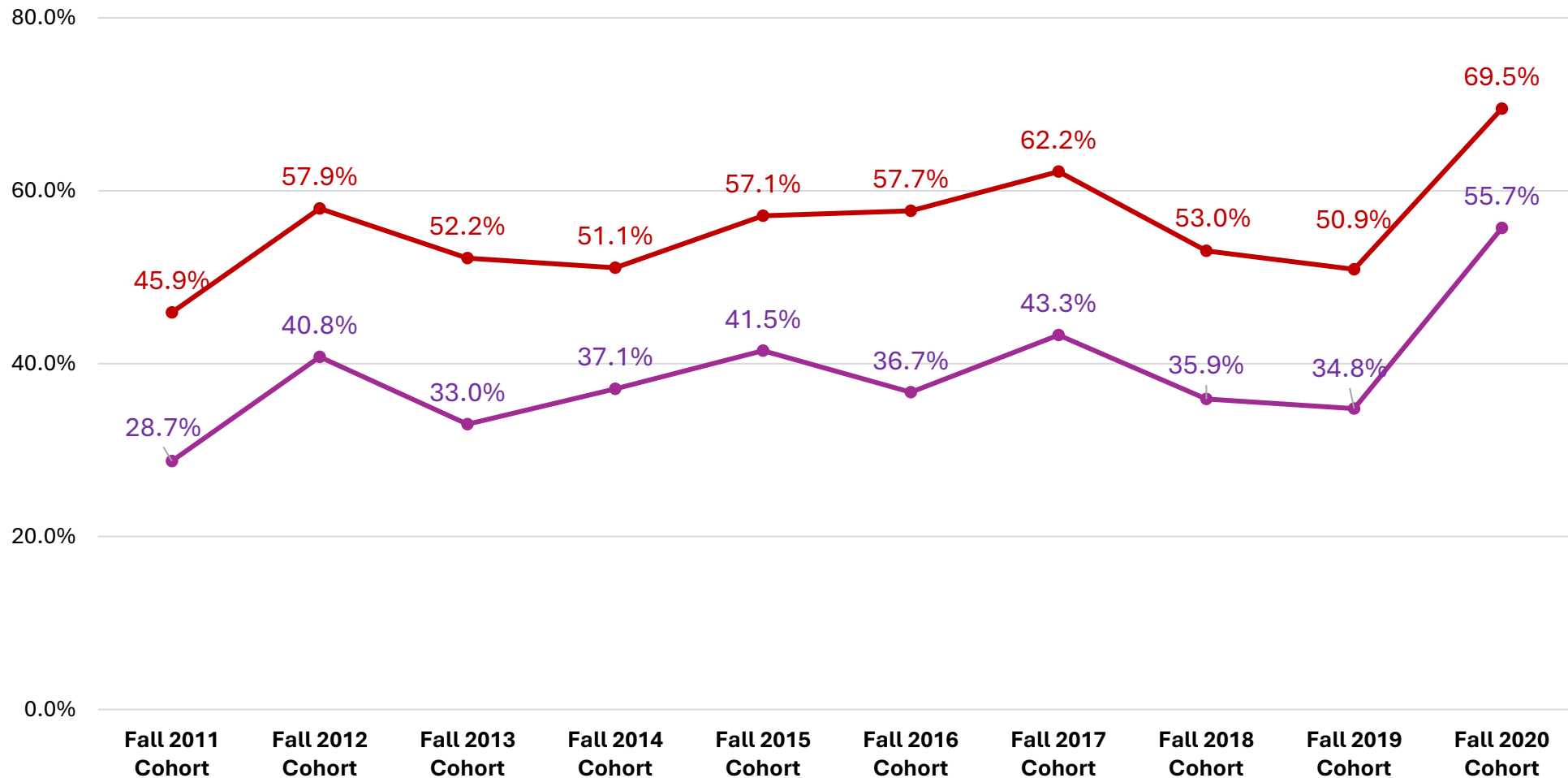
	African American (n=519)	Asian (n=14)	Hispanic (n=31)	White (n=19)
Earned Associate Degree	13.9%	14.3%	19.4%	15.8%
Total associate and certificate graduates	17.7%	14.3%	22.6%	21.1%
Total transfers	24.5%	57.1%	22.6%	42.1%
Graduated and/or transferred	32.4%	57.1%	38.7%	52.6%

Fall 2020 Entering Cohort
Degree Progress Four Years after Initial Enrollment

	African American (n=303)	Asian (n=8)	Hispanic (n=28)	White (n=15)
Earned Associate Degree	12.9%	12.5%	21.4%	20.0%
Total associate and certificate graduates	13.2%	12.5%	21.4%	20.0%
Total transfers	41.9%	37.5%	35.7%	60.0%
Graduated and/or transferred	48.8%	50.0%	46.4%	80.0%

Percentage of first-time, fall entrants attempting 18 or more credits in their first two years who graduated with an associate degree/certificate and/or transferred or earned at least 30 credits with a GPA of 2.0 or higher or still enrolled after four years.

Student Success: Graduation, Transfer, and Persistence



Source: Performance Accountability Report. Percentage of first-time, fall entrants attempting 18 or more credits in their first two years who graduated with an associate degree/certificate and/or transferred or earned at least 30 credits with a GPA of 2.0 or higher or still enrolled after four years.

“Workforce Development & Continuing Education”

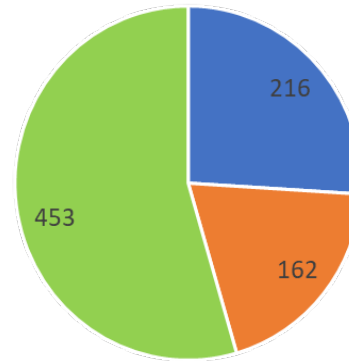
FY 2025: Number of WDCE Sections

Adult Basic Education (ABE)

- GED Prep Classes for Adults (18+ years of age)
- Prep Classes for the Four GED Exams: Reasoning through Language Arts, Mathematical Reasoning, Social Studies, and Science.
- Alternative High School (age 21+)
- Elev8 Baltimore

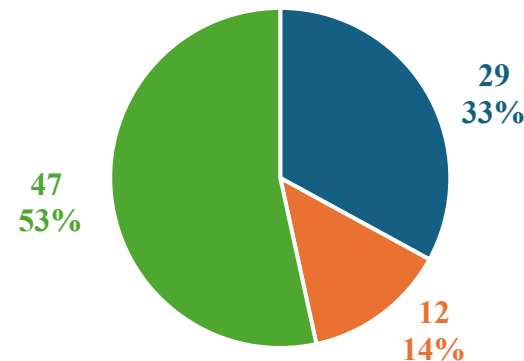
English Language Services (ELS)

- Community English as a Second Language (CESL)
- Refugee Assistance Program (RAP)
- Service to Older Refugees (SOR)
- Refugee Youth Project (RYP)
- English Language Instruction (ELI) – Credit (Developmental)
- Afghan Refugee Support Services (ARSS)



■ Adult Basic Education ■ English Language Services ■ Workforce Training

FY 2025: Number of WDCE Courses



Workforce

- Certified Nursing Assistant
- Certified Medicine Aide (CMA) and CMA Update
- Community Health Worker
- Venipuncture
- Pharmacy Technician
- Emergency Medical Technician
- Emergency Medical Responder
- Patient Care Technician
- Commercial Driver's License (B)
- Warehouse and Logistics
- Diesel Technician
- Construction Core
- Childcare
- Court reporting
- Pre-Cybersecurity/A+/Network+/Security +
- Administrative Support Services
- Customer Service

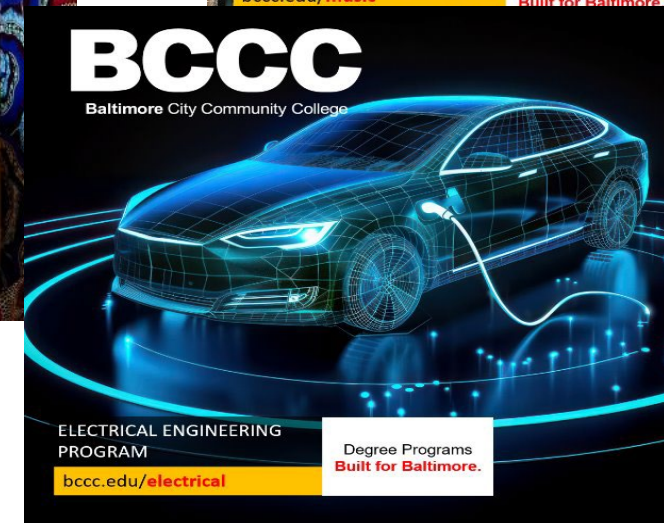
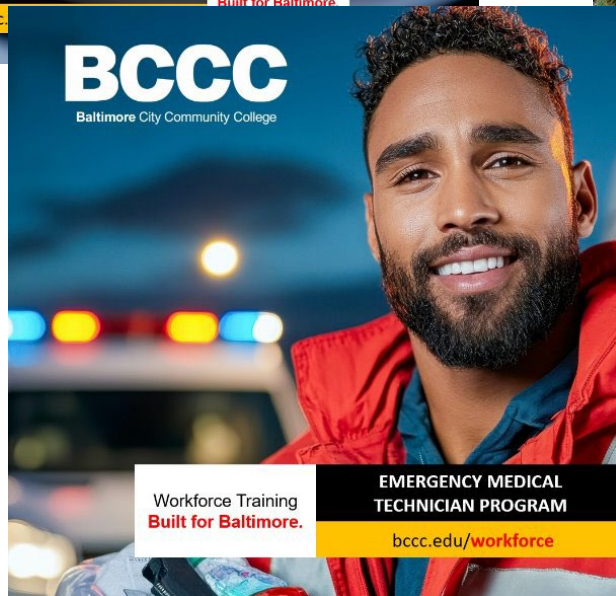
Workforce Job Placements

January - December 2024		
Programs	Enrolled/Placement	Salary Range
Certified Nursing Assistant (168 hrs.)	31/24	\$37,440 - \$40,170
Phlebotomy (164 hrs.)	19/15	\$37,232 - \$39,458
Microsoft (78 hrs.)	4/2	\$28,833 - \$32,584
CDL B - (128 hrs.)	29/25	\$37,440 - \$49,920
Community Health Worker (154 hrs.)	12/9	\$32,240 - \$37,440
Patient Care Tech (150 hrs.)	4/1	\$43,680 - \$48,780
Pharmacy Tech (284 hrs.)	27/14	\$38,896 - \$41,683
Certified Medicine Aid (80 hrs.)	9/5	\$40,997 - \$44,720
Early Childcare (45 or 90 hrs.)	30/24	\$32,074 - \$37,253
Diesel Mechanic (194 hrs.)	4/2	\$43,056 - \$49,962
Warehouse (88 hrs.)	2/1	\$35,693 - \$39,603
Emergency Medical Tech (168 hrs.)	9/5	\$35,330 - \$39,490
<i>Enrolled/Self-Reported Placements</i>	180/127	
<i>Response Rate</i>	70.6%	



“Institutional Innovation”

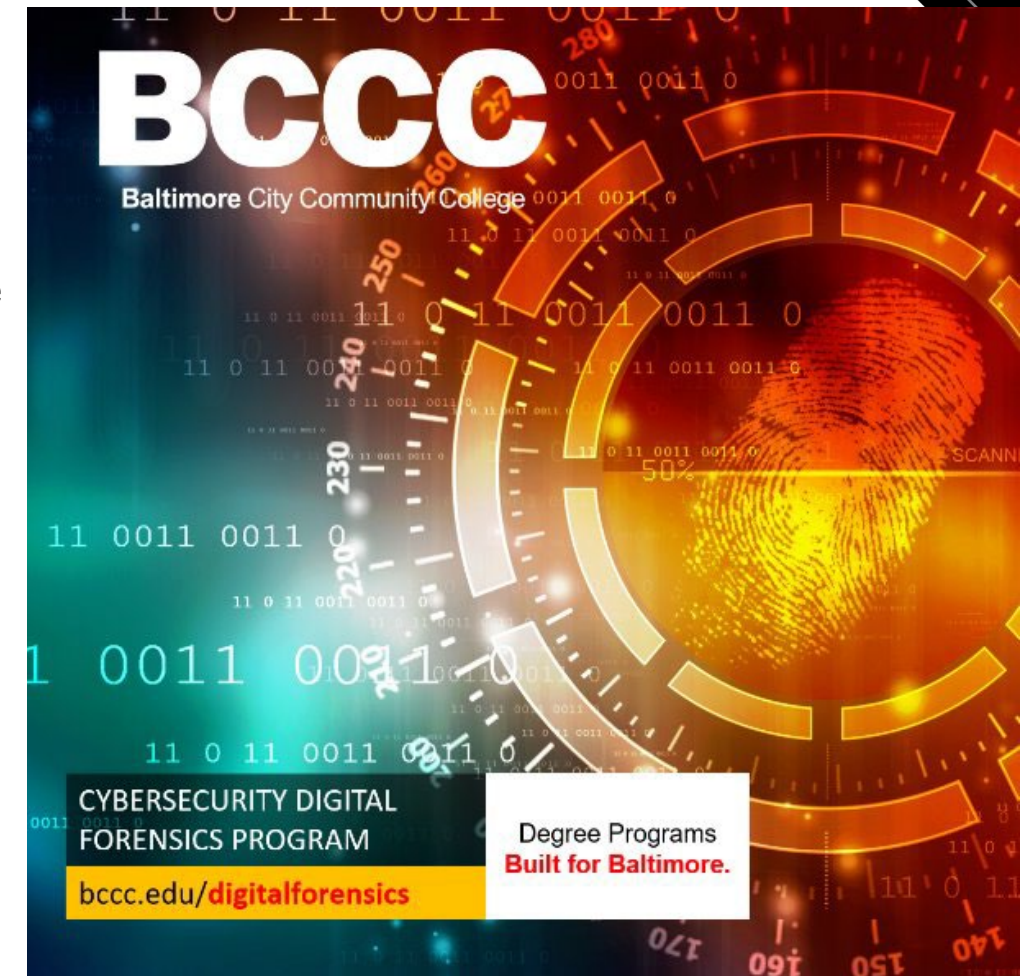
Opening Doors, Expanding Access



Institutional Technology

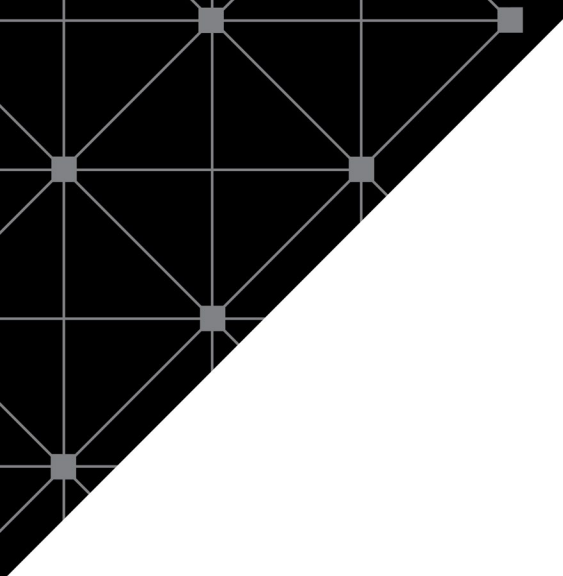
IT Infrastructure Improvements

- Student experiential learning BCCC Helpdesk & Cybersecurity
- Increasing student Wi-Fi access throughout campus
- Updating & reimplementing a new campus-wide student printing experience
- Enhancements for Banner Student Portal:
 - Student information
 - Class information
 - Directory information
 - General school information
 - Registration information
 - Tuition and billing information



Bard Building “Center for Innovation”





Learning Commons



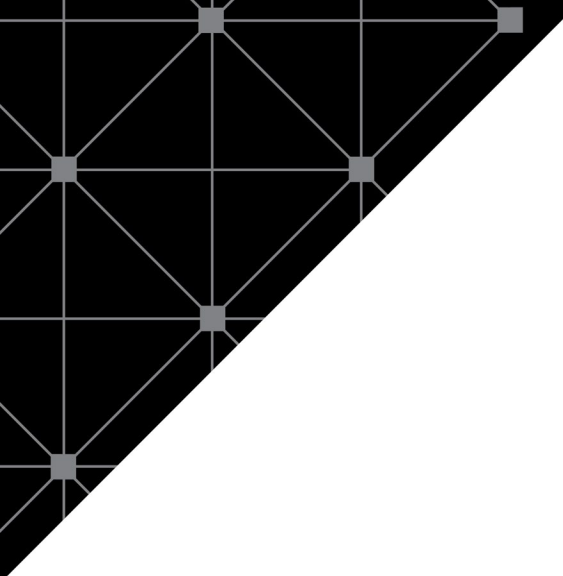
Building Renovations & Additions



*Nursing
Building*

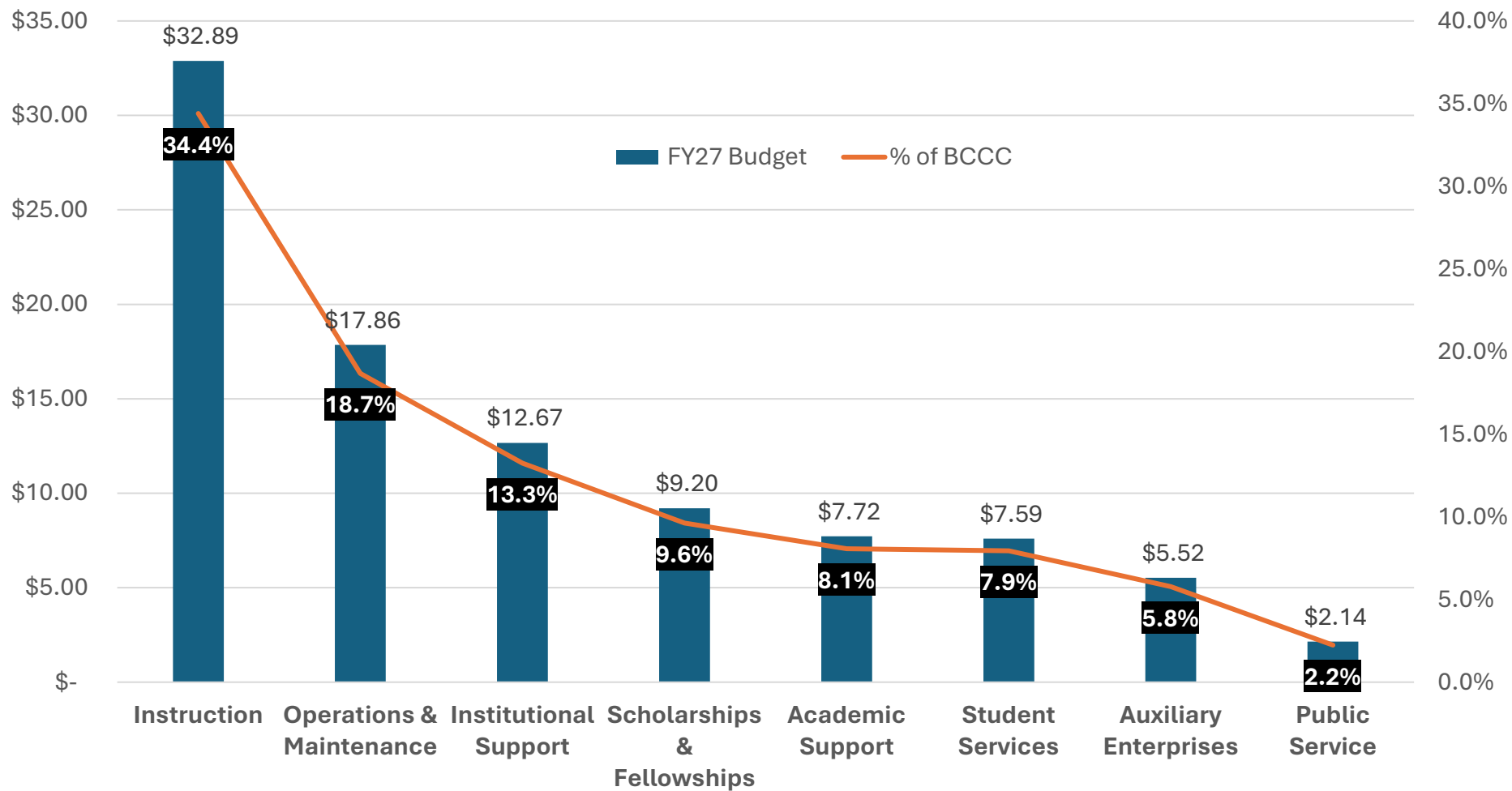
*Wellness Center
Early Planning*



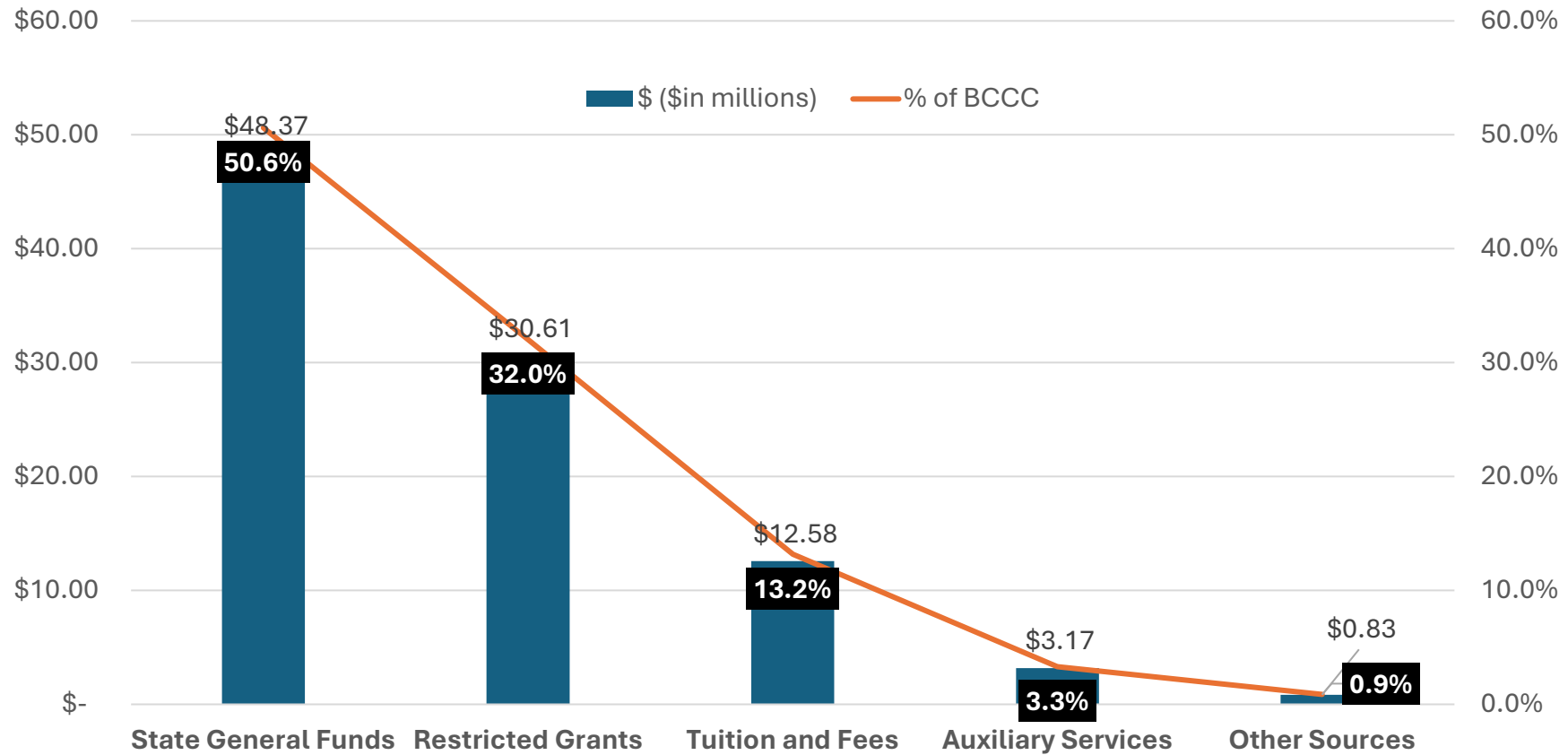


Budget & Expenditures

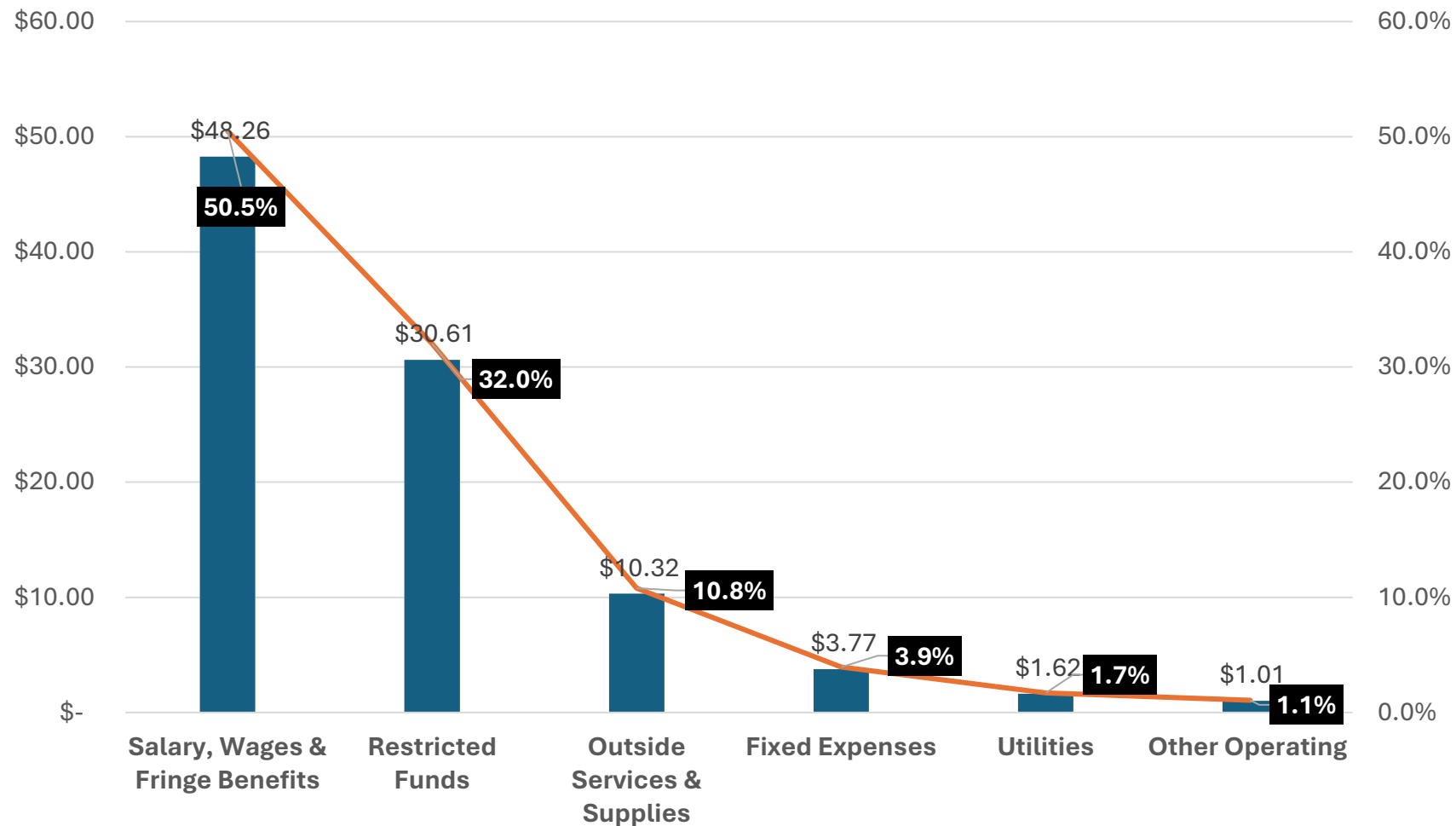
FY 2027 Budget Request by Function (\$ in millions ; % of BCCC)



Operating Budget Fiscal Year 2027 - Revenues (\$ in millions; % of BCCC)



Operating Budget Fiscal Year 2027 - Expenses (\$ in millions; % of BCCC)



Unrestricted Expenditures by Function

FY 2024

Function	Percentage of Expenditures
Student Services	9.2%
Instruction	34.7%
Academic Support	10.2%
Research	0.0%
Institutional Support	30.2%

Note: Expenditures do not include retirement costs paid by the State on behalf of the community colleges.

Source: BCCC FY 2024 Audited CC-4 Report

Community College Unrestricted Expenditures FY 2024

Community College	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation and Maintenance	Scholarship/Fellowship
Allegany College of Maryland	\$11,449,779	\$0	\$4,714	\$6,511,571	\$2,820,298	\$7,862,336	\$4,716,461	\$2,251,796
Anne Arundel Community College	\$59,122,933	\$0	\$0	\$21,064,932	\$13,790,103	\$19,024,385	\$13,576,546	\$0
Baltimore City Community College	\$18,741,193	\$0	\$0	\$5,492,680	\$4,952,957	\$16,303,826	\$8,536,858	\$8,910
Carroll Community College	\$15,835,052	\$0	\$0	\$5,057,317	\$3,910,520	\$8,683,967	\$4,455,295	\$0
Cecil College	\$11,229,920	\$0	\$0	\$4,214,810	\$3,738,160	\$6,489,323	\$3,198,150	\$495,878
Chesapeake College	\$11,889,756	\$0	\$6,172	\$1,681,824	\$2,553,289	\$6,811,921	\$2,611,511	\$51,600
College of Southern Maryland	\$21,427,013	\$254,996	\$400,993	\$5,929,725	\$6,858,738	\$19,907,949	\$3,230,866	\$312,673
Community College of Baltimore County	\$102,160,316	\$0	\$0	\$16,070,765	\$23,554,281	\$48,944,271	\$18,315,326	\$4,335,253
Frederick Community College	\$25,871,189	\$0	\$0	\$1,299,215	\$8,890,262	\$12,134,693	\$7,891,143	\$222,323
Garrett College	\$4,134,733	\$0	\$821,990	\$1,005,220	\$2,762,729	\$2,931,236	\$2,576,970	\$312,680
Hagerstown Community College	\$15,301,070	\$0	\$0	\$3,517,885	\$5,678,666	\$12,210,987	\$4,154,281	\$0
Harford Community College	\$21,438,953	\$0	\$0	\$7,957,434	\$7,641,950	\$11,850,926	\$7,247,373	\$832,191
Howard Community College	\$44,601,302	\$0	\$887,109	\$12,531,408	\$8,747,371	\$16,896,085	\$14,201,991	\$4,262,172
Montgomery College	\$95,582,580	\$132,180	\$0	\$51,253,238	\$37,235,112	\$49,620,732	\$46,044,010	\$6,532,128
Prince George's Community College	\$36,121,093	\$535	\$609,318	\$23,300,440	\$8,113,083	\$30,964,612	\$11,800,268	\$2,408,224
Wor-Wic Community College	\$11,001,802	\$0	\$0	\$5,567,144	\$3,372,462	\$6,500,717	\$4,302,287	\$328,010

Note: Expenditures do not include retirement costs paid by the State on behalf of the community colleges.

Baltimore City Community College

Dr. Debra L. McCurdy, President

**Maryland Higher Education Commission
Dr. Sanjay Rai, Secretary
September 17, 2025**

**State of Maryland
Wes Moore, Governor
FY 2027 Operating & Capital Budget**