

BALTIMORE COUNTY
FISCAL YEAR 2015 RECOMMENDED BUDGET

COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

BUDGET SUMMARY
\$ in Thousands

PROPOSED CHANGE	GENERAL	SPECIAL	TOTAL	% Change Prior Year
FY 2014 - 2015 Change	\$ 2,118.4	\$ (1,972.6)	\$ 145.8	0.1%
Recommended Reduction	726.3	-	726.3	
 BUDGET TRENDS				
FY 2013 Actual	\$ 44,842.1	\$ 212,783.5	\$ 257,625.6	
FY 2014 Approp.	44,615.6	224,105.7	268,721.3	4.3%
FY 2015 Request	46,734.0	222,133.1	268,867.1	0.1%
Recommended	\$ 46,007.7	\$ 222,133.1	\$ 268,140.8	-0.2%

PERSONNEL

PROPOSED CHANGE	ALL FUNDS FULL TIME EQUIVALENT POSITIONS
FY 2014 - 2015 Change	(40)
Recommended Reduction	0

BUDGET TRENDS	
FY 2013 Actual	2,040
FY 2014 Approp.	1,976
FY 2015 Request	1,936
Recommended	1,936

VACANCY DATA	
Positions Vacant as of 4/10/2014*	72

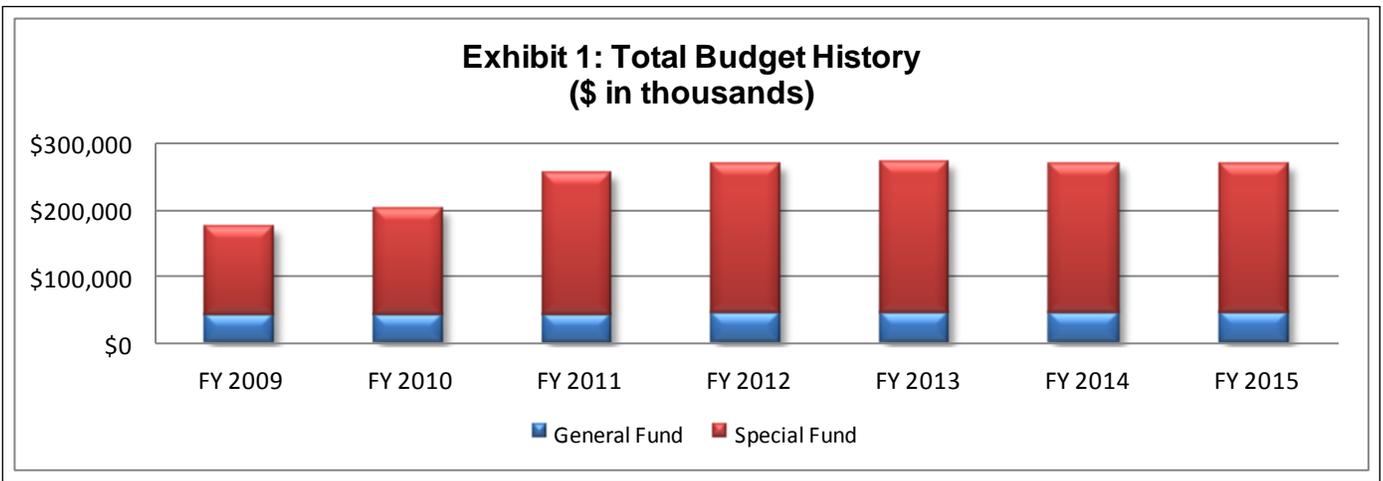
FY 2015 ENROLLMENT PROJECTIONS*	
<u>FTE</u>	
Credit	14,350
Non-Credit	4,776
Total	19,126

*Provided by CCBC

COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

BUDGET SUMMARY:

The proposed FY 2015 budget for the Community College of Baltimore County (CCBC) totals \$268.9 million, an increase of \$146 thousand, or 0.1%, over the FY 2014 budget. The General Fund portion of the budget increases by \$2.1 million, or 4.7%, due to the 3% employee bonus. The Special Fund, or non-County portion of the budget, decreases by \$2.0 million, or 0.9%, primarily due to a projected reduction in Title IV financial aid received by CCBC students. CCBC projects system-wide enrollment will decrease by 156 FTE, or 0.8% to 19,126 in FY 2015. Credit FTE is projected to decrease by 275 FTE, to 14,350. Non-credit FTE is projected to increase by 119 FTE, to 4,776. The proposed budget is approximately \$900 thousand above the maintenance of effort (MOE) requirement (see Appendix C). **See Exhibits 1-3 for additional detail.**



COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

Exhibit 2a: Total FY 2015 Expenditures
\$268,867
 (\$ in thousands)

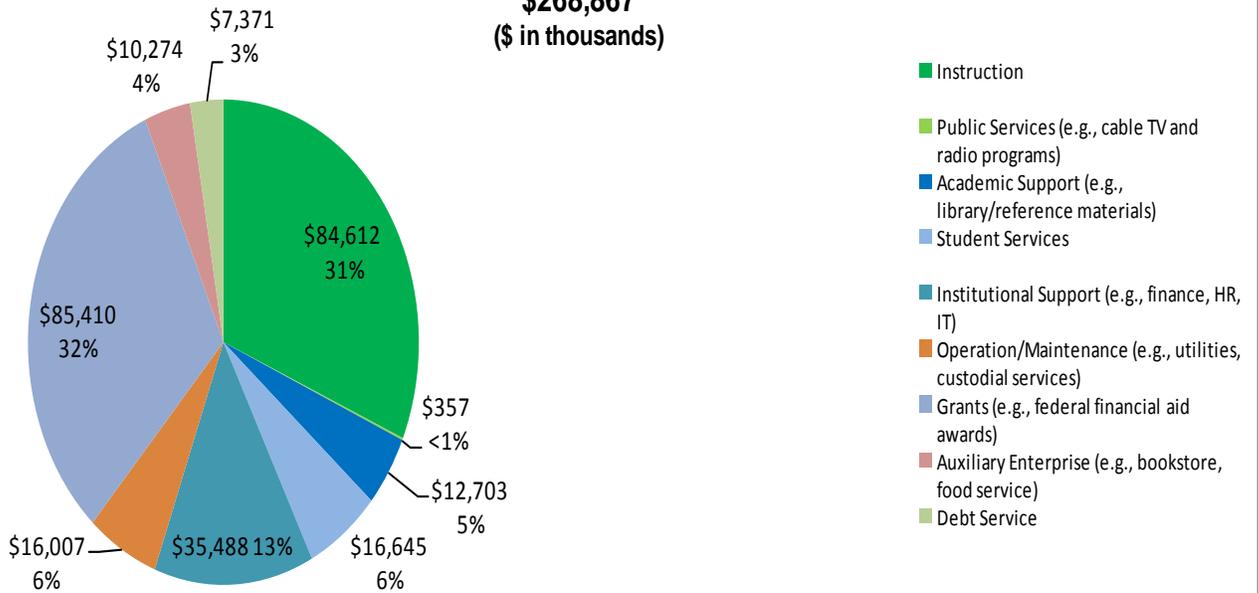
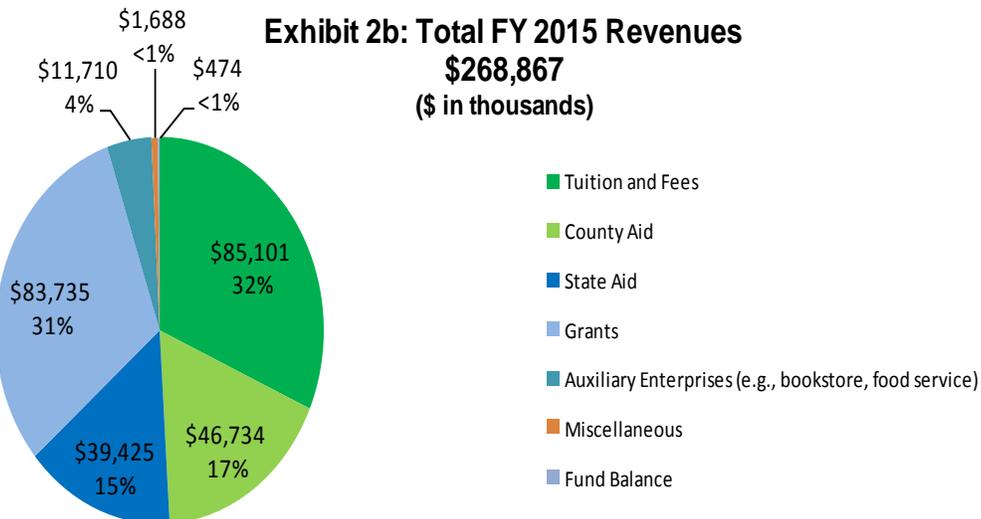


Exhibit 2b: Total FY 2015 Revenues
\$268,867
 (\$ in thousands)



COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

Exhibit 3					
FY 2015 Proposed Budget (\$ in 000's)					
How Much it Grows:	General Fund (excl. Debt Svc.)	Debt Svc.	Total General Fund	Special Fund	Total
2014 Appropriation	\$ 38,463	\$ 6,153	\$ 44,616	\$ 224,106	\$ 268,721
2015 Request	<u>39,363</u>	<u>7,372</u>	<u>46,734</u>	<u>222,133</u>	<u>268,867</u>
\$ Increase/(Decrease)	\$ 900	\$ 1,219	\$ 2,118	\$ (1,973)	\$ 146
% Increase/(Decrease)	2.3%	19.8%	4.7%	-0.9%	0.1%
Where it Goes:					
Personnel Expenses:					\$3,858
3% Employee Bonus					2,831
Increments and Other Salary Adjustments					1,416
43.7 FTE Decrease in Adjunct Faculty (due to decreased enrollment)					(389)
Personnel Related Expenses:					181
Health Insurance (i.e., medical, dental, vision)					1,319
Workers' Compensation					453
Retirement and Life Insurance (including state retirement administration fee)					345
Social Security (FICA) – Bonus Pay					217
Social Security (FICA) – General					66
OPEB					(2,226)
Operating Expenses:					79
Operational Equipment and Maintenance					329
Insurance and Bonds					252
Professional Services (i.e., aviation training, IT consulting services)					248
Conferences & Mileage Expenses					49
Membership Fees					29
Office and Operational Supplies					(72)
Service Contracts (i.e., waste management, grounds maintenance)					(98)
Facilities Rental (due to expiration of Owings Mills lease)					(181)
Utilities (i.e., water, metro charge, gas, electric, oil)					(467)
Other Changes					(10)
Restricted Grant Expenses (Special Revenue Fund):					(4,915)
State Grants (DLLR, MHEC)					(245)
Federal Pass-thru Grants (Perkins, MHEC Teach Quality)					(645)
Allowance for Unanticipated Grant Awards					(850)
Title IV Awards (Pell Grant, direct lending)					(3,000)
Other Changes					(195)
Enterprise Fund:					
Auxiliary Enterprise					(276)
Capital-Related Expenses:					
Debt Service					1,219
Total:					\$146

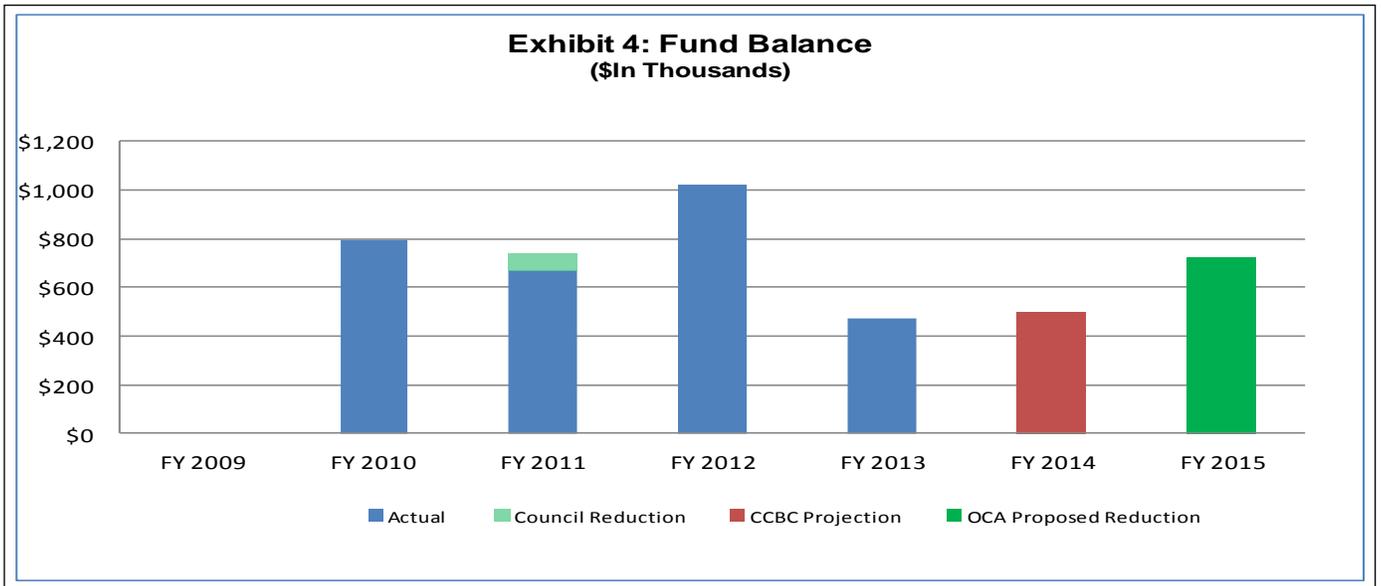
COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

BUDGET RECOMMENDATIONS:

Budget Reductions

\$726,325

The Office of the County Auditor recommends two reductions totaling \$726,325, representing 0.3% of CCBC's proposed FY 2015 operating budget. The FY 2015 proposed operating budget for CCBC is \$899,718 higher than the maintenance of effort (MOE) level of funding defined by State law and used by the State to determine local eligibility for increased state aid. Any reduction greater than \$899,718, except for debt service, which is excluded from the MOE requirement, would result in the loss of approximately \$2.0 million of increased State aid for CCBC in FY 2015. See Appendix C for details.



COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

System-wide

1. Increase Turnover to 2.7% of Salaries (0104) \$543,380

The proposed FY 2015 budget includes \$2,326,287 for turnover savings, or 2.2% of salaries totaling \$106,283,967. However, an analysis of total salary expenditures over the past 4 years indicates that on average, turnover savings have totaled 2.8% of salaries. For FY 2014, CCBC projects turnover savings will total 2.7% of salaries. This budget recommendation maintains turnover at the current projected level of 2.7%, or \$2,869,667 for FY 2015, resulting in a reduction totaling \$543,380.

Schedule of Historical Turnover Savings					
Fiscal Year	Budget/ Request	Turnover %	Actual/ Estimate/ Recommended	Turnover %	Increase/ (Decrease) Reduction
2011	\$2,777,751	2.9%	\$1,172,600	1.2%	(\$1,605,151)
2012	\$2,250,812	2.2%	\$3,438,685	3.3%	\$1,187,873
2013	\$2,188,584	2.1%	\$4,145,871	4.0%	\$1,957,287
2014	\$2,326,287	2.2%	\$2,867,480 ⁽¹⁾	2.7%	\$541,193
Average	\$2,385,859	2.4%	\$2,906,159	2.8%	\$520,300
2015	\$2,326,287	2.2%	\$2,869,667 ⁽²⁾	2.7%	\$543,380
Notes:					
<p>(1) Agency projection.</p> <p>(2) Based on 2.7% of actual/estimated salary spending.</p>					

COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

System-wide

2. Reduce Operational Supplies (0503)

\$182,945

The proposed FY 2015 budget includes \$3,235,743 for operational supplies. However, an analysis of actual spending over the past 4 years indicates that this line item has been over-budgeted each year; actual spending over the FY 2011 – FY 2013 period was consistently less than 91% of the budgeted amount. Average annual spending over the FY 2011 – FY 2014 period was \$3,052,798. This budget recommendation generously provides funding at this average expenditure level, which equates to 94.3% of the proposed budget for this historically over-budgeted line item.

Schedule of Historical Spending - Operational Supplies				
Fiscal Year	Budget/ Request	Actual/Estimated/ Recommended Amount	% of Budg/Req.	Over/(Under) Appropriation/ Reduction
2011	\$3,794,726	\$3,061,604	80.7%	(\$733,122)
2012	\$3,573,259	\$3,234,804	90.5%	(\$338,455)
2013	\$3,317,203	\$2,814,783	84.9%	(\$502,420)
2014	\$3,271,268	\$3,100,000 ⁽¹⁾	94.8%	(\$171,268)
Average	\$3,489,114	\$3,052,798	87.5%	(\$436,316)
2015	\$3,235,743	\$3,052,798 ⁽²⁾	94.3%	(\$182,945)
Notes: (1) Agency's projection. (2) Based on 4-year average expenditures.				

COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

SIGNIFICANT PROGRAM/POLICY INITIATIVES AND/OR CHANGES:

3. Tuition and Fees Increase

\$3.1 million

CCBC anticipates additional revenues of \$3.1 million in FY 2015 due to an approximate 4% across-the-board increase in tuition rates (\$2.2 million) and increases in certain fees (\$0.9 million). Based on the projected FY 2014 FTE enrollment level, an additional \$2.8 million in revenues would be generated by the increased tuition rates and the increased General Services Fee. An additional \$300,000 in revenue would be generated by an increase in the registration fee. (Certificate and graduation fees will remain at \$50 and \$75, respectively.) The direct effect of the tuition and fee increases to an average in-County full-time student over two semesters (30 credits per year) totals \$175 per year. The direct effect to an average in-County part-time student over three semesters (18 credits per year) totals \$114 per year. The following tables reflect the sources of the aggregate \$3.1 million increase, as well as the fees for FY 2011 through FY 2015.

Sources of Additional Revenue

Source	Additional Revenue
Tuition (Credit)	\$ 2,214,188
General Services Fee	594,720
Registration Fee	291,191
	<hr/>
	\$ 3,100,099

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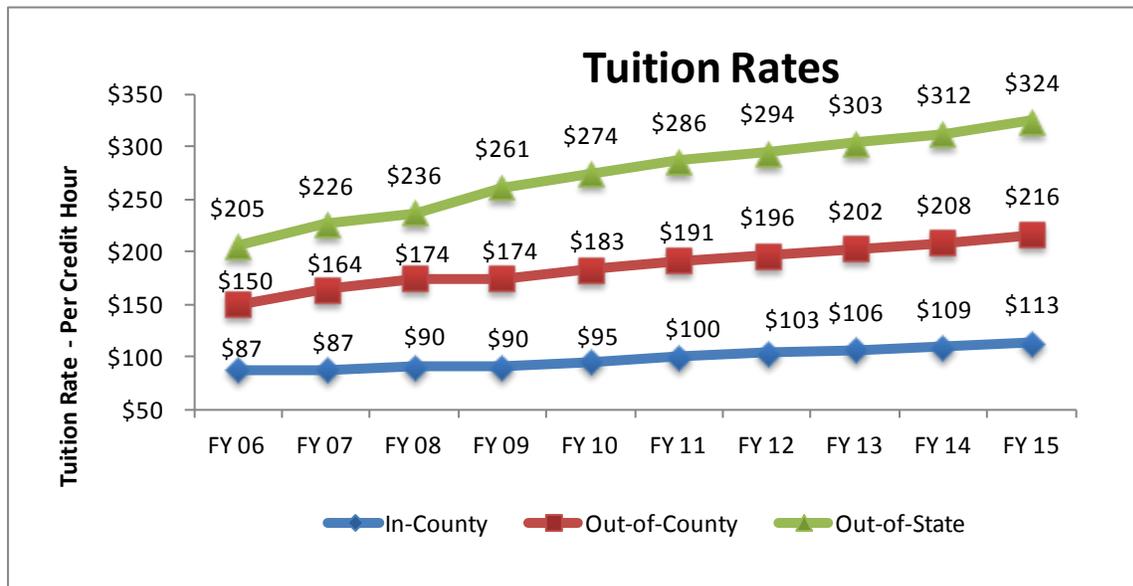
5-Year History Enrollment Based Fees

	General Services Fee (Per Credit Hour)						
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Proposed)	1-Year Change	5-Year Change
In-County	N/A	\$ 7.00	\$ 9.00	\$10.50	\$ 12.00	\$ 1.50	\$ 5.00
Out-of-County	N/A	14.00	18.00	20.50	22.00	\$ 1.50	\$ 8.00
Out-of-State	N/A	21.00	27.00	30.50	32.00	\$ 1.50	\$ 11.00

5-Year History Non-Enrollment Based Fees

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Proposed)	1-Year Change	5-Year Change
Registration Fee (per semester)	\$ 55	\$ 55	\$ 40	\$ 50	\$ 55	\$ 5.00	\$ -
Certificate Fee	25	25	25	50	50	\$ -	\$ 25.00
Graduation Fee	50	50	50	75	75	\$ -	\$ 25.00

The following graph depicts a 10-year history of CCBC tuition rates from FY 2006 to FY 2015. As illustrated, CCBC has increased the out-of-state tuition rate nine times, the out-of-County tuition rate eight times, and the in-County tuition rate seven times. Tuition increases ranged from \$3 to \$25 per credit hour.



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CCBC should be prepared to discuss:

- **The impact to the budget had the tuition rates not been increased by 4%; and**
- **Future plans for tuition rates and the effect of continued tuition increases on enrollment.**

4. Enrollment Decrease (\$1,321,668)

CCBC anticipates decreased tuition and fee revenues of approximately \$1.7 million in FY 2015 due to a projected enrollment decrease of 275 credit FTE. The revenue decrease assumes that tuition and fees remain at their respective FY 2014 rates and that enrollment decreases by the projected amount of 275 credit FTE. The revenue decrease is partially offset by an approximate \$389,000 decrease in part-time faculty costs, as the drop in enrollment results in a reduction in the number of course sections offered. The following table indicates the sources of the aggregate fiscal impact of the \$1.3 million decrease:

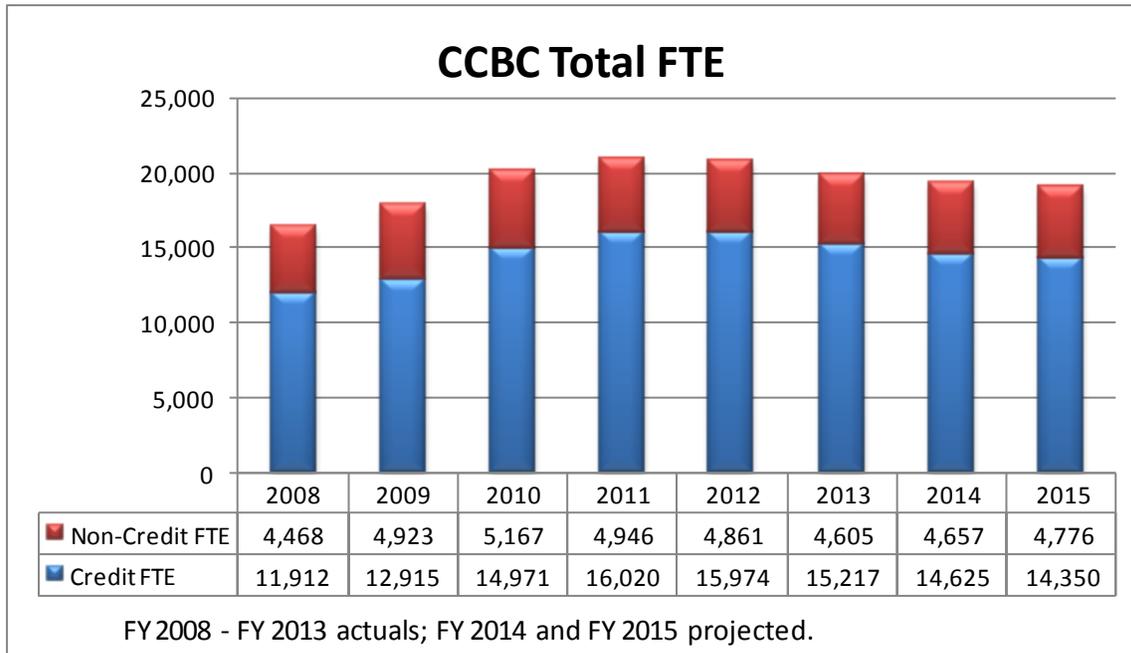
Fiscal Impact - Enrollment Decrease

Revenue	Amount
Tuition (Credit)	\$ (1,600,579)
Student Fees	(109,889)
	(1,710,468)
Salary Offset	
Part-Time Faculty Cost	388,800
Net Decrease	\$ (1,321,668)

CCBC advised that enrollment at community colleges typically runs counter-cyclical to the economy. During years of economic expansion, credit enrollment tends to decrease and non-credit enrollment tends to increase, as jobs are plentiful and households have more disposable income for elective non-credit courses. During years of economic contraction, credit enrollment tends to increase while non-credit enrollment tends to decrease, as jobs are scarce and unemployed workers seek further education, and as traditional college-bound students are more likely to attend a community college in order to save on tuition expenses.

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CCBC projects credit enrollment to make up 75% of total enrollment for FY 2015. As shown in the chart below, total enrollment (credit and non-credit) increased from FY 2008 through FY 2011 and has been decreasing each year since.



CCBC began offering classes at the new Owings Mills Learning Centre on July 9, 2013. The location serves as a higher education center for the northwestern portion of the County. The proposed FY 2015 budget includes \$1.1 million for the Centre, a decrease from the FY 2014 adopted budget totaling \$1.4 million due to one-time start-up costs (e.g., furniture) and the termination of the lease for the former facility. CCBC has two other extension centers, one in Hunt Valley and one in Randallstown, which allows populations that are not located near its three main campuses to be served.

CCBC should be prepared to discuss:

- ***Steps taken to counter expected enrollment decreases;***
- ***The effect of the drop in enrollment on course schedules and availability;***
- ***How enrollment is changing at other Maryland community colleges;***
- ***First year operations at the Owings Mills Learning Centre, and the effect extension centers have on enrollment; and***

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- *How it is adapting to and framing long-term plans in response to changes and increases in the County's population.*

OTHER ISSUES:

5. CCBC Affordability

The cost of attending college for the average student continues to rise throughout the country. Rising tuition rates, high unemployment, and tepid household income growth have combined to significantly increase the levels of student loan debt. According to data provided by the Board of Governors of the Federal Reserve System, student loans totaled \$1.2 trillion nationally in December 2013. However, attaining a college degree remains essential for many areas of the employment sector. The most recent data provided by the Bureau of Labor Statistics states the national unemployment rates for the population age 25 years and over as 7.5%, 5.4%, and 3.7% for high school graduates with no college education, those with an associate's degree, and those with a bachelor's degree and higher, respectively. CCBC's provision of a quality and affordable education is a vital aspect of the County's current and future economy. CCBC advised that affordability is a key message in all of its marketing communications, and it promotes this message through TV and radio advertisements, direct mail, internet, and high school outreach events. Shown below are in-County tuition and fees per credit hour for all Maryland community colleges and in-state tuition and fees per semester for all Maryland public universities from FY 2010 through FY 2014:

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Tuition and Fees for Full-Time Students (Per Credit Hour) (Per Credit Hour) County Residents

Community Colleges	Fiscal Year					Average Tuition/Fees*	1-Year Change	5-Year Change
	2010	2011	2012	2013	2014			
Baltimore City	\$105	\$101	\$100	\$104	\$103	\$3,078	-1.0%	-1.9%
Harford	86	92	92	98	108	2,856	10.2%	25.6%
Wor-Wic	87	97	99	101	108	2,952	6.9%	24.1%
Cecil	93	98	98	103	110	3,012	6.8%	18.3%
Allegany	105	114	114	113	120	3,396	6.2%	14.3%
Garrett	106	110	114	114	120	3,384	5.3%	13.2%
Hagerstown	107	111	115	119	120	3,432	0.8%	12.1%
Anne Arundel	97	100	105	121	124	3,282	2.5%	27.8%
Frederick	133	121	128	131	134	3,882	2.3%	0.8%
Chesapeake	109	117	136	132	135	3,774	2.3%	23.9%
CCBC	103	113	125	131	136	3,648	3.8%	32.0%
Carroll	119	121	123	130	138	3,786	6.2%	16.0%
College of Southern Maryland	123	129	132	137	139	3,960	1.5%	13.0%
Prince George's	123	134	134	140	145	4,056	3.6%	17.9%
Howard	133	135	139	145	146	4,188	0.7%	9.8%
Montgomery	136	142	146	148	176	4,488	18.9%	29.4%
Average	\$110	\$115	\$119	\$123	\$129	\$3,573	4.8%	17.3%

*Based on 30 credits per year

Sources: FY 2010-2013: Maryland Higher Education Commission, Data Book 2014

FY 2014: Provided by CCBC

Tuition and Fees for Full-Time Students (Full Year) Undergraduate State Resident

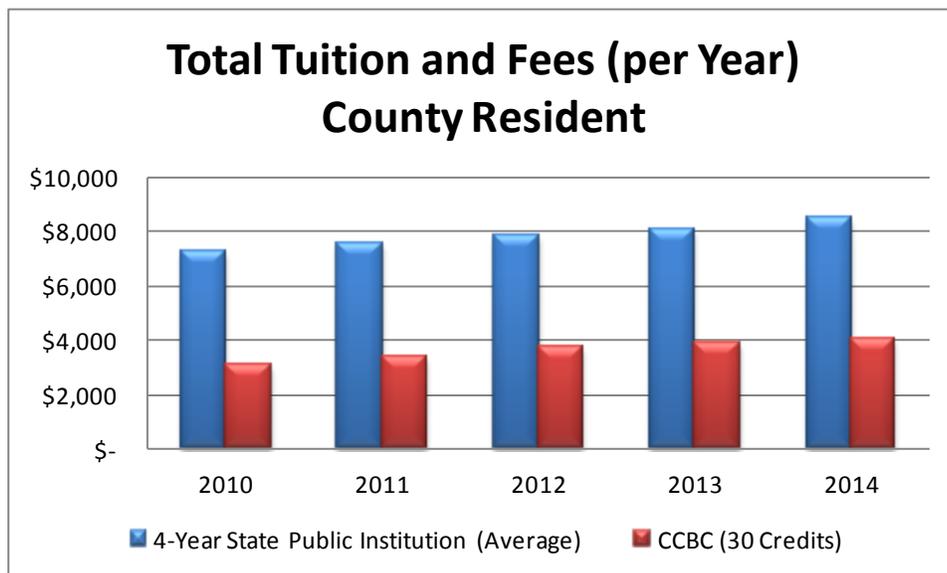
Four-Year Public Institutions	Fiscal Year					Average Tuition/Fees	1-Year Change	5-Year Change
	2010	2011	2012	2013	2014			
Bowie State University	\$6,040	\$6,153	\$6,347	\$6,639	\$6,970	\$6,430	5.0%	15.4%
Coppin State University	5,276	5,382	5,491	5,720	6,252	\$5,624	9.3%	18.5%
Frostburg State University	6,684	6,904	7,128	7,436	7,728	\$7,176	3.9%	15.6%
Salisbury University	6,618	6,908	7,332	7,700	8,128	\$7,337	5.6%	22.8%
Towson University	7,418	7,656	7,906	8,132	8,342	\$7,891	2.6%	12.5%
University of Baltimore	7,171	7,330	7,494	7,664	8,018	\$7,535	4.6%	11.8%
University of Maryland - Baltimore	6,860	7,598	7,828	8,010	N/A	\$7,574	N/A	N/A
University of Maryland - Baltimore County	8,872	9,171	9,467	9,764	10,068	\$9,468	3.1%	13.5%
University of Maryland - College Park	8,075	8,416	8,655	8,908	9,162	\$8,643	2.9%	13.5%
University of Maryland - Eastern Shore	6,082	6,305	6,482	6,713	6,998	\$6,516	4.2%	15.1%
University of Maryland - University College	5,530	5,701	6,168	6,384	N/A	\$5,946	N/A	N/A
Morgan State University	6,548	6,727	6,928	7,012	7,218	\$6,887	2.9%	10.2%
St. Mary's College of Maryland	13,234	13,630	14,445	14,865	14,865	\$14,208	0.0%	12.3%
Average	\$7,262	\$7,529	\$7,821	\$8,073	\$8,523	\$7,842	4.0%	14.7%

Sources: Maryland Higher Education Commission, Data Book 2014

FY 2014: University Websites

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From FY 2010 through FY 2014, the average cost of tuition and mandatory fees totaled \$3,648 per year for a County resident attending CCBC taking 30 credit hours per year, while the average cost for the same resident and total credit hours using average total tuition and mandatory fees for all Maryland public universities was \$7,842, a difference of \$4,194 per year. This difference takes on extra significance in that approximately half of CCBC's credit population is Pell-eligible, which represents income levels at or below the federal poverty line (\$11,670 for an individual). CCBC additionally advised that nearly half of the remaining credit population is very close to the federal poverty guideline incomes. A yearly cost comparison history for the past five academic years is shown below:



***Note: Average 4-Year tuition and fees for FY 2014 does not include University of Maryland - Baltimore or University of Maryland - University College**

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Federal Financial Aid

The proposed FY 2015 budget includes \$75.0 million in Title IV grant awards. This budget represents a \$3 million decrease from the FY 2014 funding level and a \$5.9 million decrease from the FY 2013 level. Specifically, this budget includes \$41.5 million in Pell grant awards and \$32 million in direct lending, decreases of \$1 million and \$2 million from FY 2014 funding levels, respectively. This total decrease is primarily attributable to past changes in the federal rules that determine student eligibility for Title IV financial aid, including Pell grants, in addition to a decrease in FTE. Pell eligibility rules have become more stringent, making certain students unable to qualify for this type of financial aid. The initial changes to the rules, which were implemented during FY 2013, included a stricter definition of Satisfactory Academic Progress (“SAP”), including increasing the minimum course completion rate from 51% to 67%. The rules also decreased the number of semesters a student is eligible to receive a Pell grant award by 6 semesters, from 18 to 12. The reduction in eligible semesters is especially problematic for students who find that they must complete remedial courses in addition to earning credits that count toward a degree, and for students who previously attended college but had a break in their college career. Additionally, the maximum household income level to apply for a full grant was lowered to \$24,000; prior to FY 2013, it was \$36,000.

The ongoing changes have had an adverse impact on the CCBC community, as 51% of CCBC students received some sort of financial aid and 40% utilized Pell grant awards to help defray the cost of their education in FY 2013. CCBC advised that these changes also are a significant cost driver for the college through reduced tuition and increased salary expenses through added positions in the financial aid office. CCBC advised that it has developed measures to help preempt the loss of financial aid including outreach through the financial aid office as well as sending warning letters to students not meeting SAP standards before aid is suspended, explaining what they must do to remain eligible for aid.

CCBC advised that it has been selected by the United States Department of Education to participate in two Pell grant experiments. The purpose of these experiments is to determine the impact of proposed expansions to the Pell grant eligibility criteria for students enrolling in occupational training. The first experiment temporarily extends the eligibility for Pell grants to students with a bachelor’s degree who enroll in certain vocational or career training programs.

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The second experiment temporarily extends the eligibility for Pell grants to students who enroll in certain short term vocational or career training programs that are otherwise not Title IV eligible programs.

Opportunity Grants and Completion Scholarships

The proposed FY 2015 budget includes \$1 million for the CCBC Opportunity Grant Program (\$765,000) and the CCBC Completion Scholarship (\$235,000). This level of funding represents a \$150,000 increase over the FY 2014 funding of \$850,000 (Opportunity Grant Program - \$650,000 and Completion Scholarship - \$200,000).

The Opportunity Grant, established by CCBC in FY 2010 with \$250,000 in funding, provides financial aid to students with demonstrated financial need who are either ineligible for or receive minimal federal, state, and/or private assistance. Opportunity Grants, which are funded solely by CCBC, can be awarded for a semester or academic/aid year and can be applied to either credit or non-credit programs. The maximum grant award totals \$1,000 per student for the academic/aid year, or \$500 per semester, and can only be used towards tuition, fees and books. Students must meet certain eligibility requirements (i.e., complete the appropriate federal student aid application, enroll for at least 6 credits, and maintain satisfactory academic performance according to CCBC's financial aid standards) in order to receive grant funding. For FY 2014, Opportunity Grants also were provided to honors students and student athletes to enhance enrollment in particular academic areas, and for recruitment of high achieving students.

The Completion Scholarship, established by CCBC in FY 2012 using a portion of its \$500,000 Opportunity Grant Program budget, provides assistance to students that have completed 40 credits or two-thirds of a Certificate program. The Completion Scholarship, like the Opportunity Grant, can only be used towards tuition, fees, and books. The grant award amount ranges from \$200-\$350 per semester. Students must meet certain eligibility requirements (i.e., complete the CCBC Completion Scholarship application, complete the appropriate federal student aid application, have a 2.0 GPA, maintain satisfactory academic performance according to CCBC's financial aid standards, enroll for a least 6 credits, and have completed 40 credits or two-thirds of a Certificate program) in order to receive grant funding.

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During FY 2014, CCBC advised that it has awarded 1,033 Opportunity Grants and 458 Completion Scholarships through March 31, 2014. These grants supplement existing forms of assistance with the goal of helping to ensure that students with the greatest need are able to continue their education instead of dropping out of college.

CCBC should be prepared to discuss:

- ***Outreach projects implemented or being planned to promote the affordability of attending CCBC before transferring to a 4-year university;***
- ***Efforts made to attract students who otherwise would believe college is unaffordable;***
- ***Initiatives to decelerate the rising cost of attending college for students and to help students maintain their Pell grant eligibility and grant funding;***
- ***Any future plans to further increase its funding of Opportunity grants and Completion scholarships;***
- ***Anticipated future changes to and levels of Title IV funding;***
- ***Benefits from participating in experimental Pell programs; and***
- ***The impact federal financial aid changes have had on enrollment.***

6. Program Enhancements

CCBC has implemented a number of innovative academic programs over the last few years designed to expand opportunities for educational attainment and to ensure academic success.

Noteworthy programs include:

- ***College 4 Free Program:*** During the 2013 General Assembly session, the Maryland legislature passed the College and Career Readiness and College Completion Act of 2013, which took effect July 1, 2013. The Act established a dual enrollment program that allows eligible high school students the opportunity to earn college credit at a public institution while enrolled in high school. The Act further established that an institution may not charge tuition to the student and that the institution may charge partial tuition to the local public school district. CCBC's agreement with Baltimore County Public Schools (BCPS) stipulates that each will cover 50% of tuition costs. CCBC's portion of

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the cost is reflected in foregone revenue. BCPS will additionally cover fees for students eligible for Free and Reduced-Priced Meals (FARM). CCBC advised that this program essentially equates to a \$1,352 scholarship. Any high school junior or senior with a GPA of 2.5 or greater and certified as eligible by a BCPS professional school counselor may take up to four courses tuition-free. Courses may be taken at the student's high school or at any CCBC campus or extension center that offers the course. CCBC advised that 444 unduplicated students participated in this program during fall 2013 and spring 2014, and that a 10% increase in participation is expected for fall 2014.

- *Diploma to Degree Program*: Implemented in fall 2011, the program allows select students to earn simultaneously an associate of arts degree in general studies at CCBC and a high school diploma from BCPS. Twenty BCPS sophomores were selected to participate in the inaugural term. Eighteen are expected to graduate in spring 2014, including 16 with honors. CCBC advised that eight students are expected to graduate in spring 2015, and that meetings are scheduled with BCPS to discuss the future of this program.
- *Veterans Integrations to Academic Leadership (VITAL) Program*: During fall 2012, CCBC began a partnership with the Veterans Affairs (VA) Maryland Health Care System's (VAMHCS) VITAL Program. The program provides academic and support services to veterans in an effort to ensure their educational success. CCBC advised that the main objectives of the program are as follows:
 1. Provide ongoing education to faculty and staff regarding veterans' strengths and challenges in the form of information sessions;
 2. Provide case management, mental health triage, evaluation, and treatment to eligible and self-referred veterans enrolled at CCBC either through VAMHCS or as developed through services provided by VA providers;
 3. Assist eligible veterans in enrolling in services with VAMHCS;
 4. Disseminate important information and create simplified pathways for using VA services; and
 5. Identify veterans in need of specialized or intensive services and refer them to the VAMHCS system for appropriate care.

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CCBC has provided office space for a VA-employed psychologist at the Catonsville campus since August 2012. CCBC advised that there are approximately 1,000 veterans currently enrolled at the college.

- *Certified Public Accountant (CPA) Exam Qualification Certificate:* On April 7, 2014, the Maryland Higher Education Committee (MHEC) approved CCBC's request for its CPA Exam Qualification Certificate Program. This program allows students who have a baccalaureate degree in majors other than accounting to sit for the CPA exam. Qualified students must complete at least 50% of the required 55 credit hours of accounting and business related coursework at CCBC, with a GPA of 2.0 or higher, to obtain the certificate. CCBC will be the fourth Maryland community college to offer the program. CCBC advised that this program is expected to begin in fall 2014.
- *GED Program at the Baltimore County Detention Center:* The proposed FY 2015 budget includes \$213,057 for the GED Program at the Baltimore County Detention Center. CCBC advised that as of April 28, 2014, there were 303 participants in the program and 42 diplomas issued.
- *Displaced RG Steel Workers Program:* CCBC advised that approximately 146 students have been enrolled during FY 2013 and FY 2014 and that 50 students are still enrolled. Enrolled students have a dedicated advisor/counselor to work with them in order to ensure success.

In addition to the programs mentioned above, as well as a variety of other programs, CCBC has adopted many initiatives in an effort to ensure educational success for all students. CCBC advised that its greatest success measures implemented include accelerated developmental education, a mandatory student orientation course, increased academic advising, and a financial literacy and culturally responsive teaching program. CCBC received a Bellwether Award for its work on its financial literacy program. According to CCBC, it is their third Bellwether Award, more than any other college in the nation.

For the 2008 cohort of entering students, CCBC's successful persister rate (percentage of students who graduated, transferred, or are currently enrolled four years after initial enrollment) ranked 13th out of the 16 Maryland community colleges, as shown in the following chart:

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Community College	Persistence Rate*
Garrett	86.5%
Frederick	78.7%
Harford	77.6%
College of Southern Maryland	77.4%
Carroll	76.4%
Hagerstown	75.9%
Allegany	74.5%
Howard	73.4%
Montgomery	73.3%
Anne Arundel	73.1%
Chesapeake	72.9%
Wor-Wic	71.2%
CCBC	65.4%
Prince George's	62.8%
Baltimore City	55.3%
Cecil	54.3%
Community College Average	71.8%

Source: CCBC

*percentage of students who graduated, transferred, or are currently enrolled four years after initial enrollment

CCBC advised that it has established a successful persist rate benchmark of 71% for the 2011 cohort.

CCBC should be prepared to discuss:

- ***The successes of the College 4 Free program and the future of the Diploma to Degree program;***
- ***Expected impact to enrollment from the new programs implemented and scheduled to be implemented;***
- ***Partnerships with the Department of Economic and Workforce Development to assist the County's labor force, particularly unemployed industrial workers;***
- ***Other new programs CCBC is planning to offer in the future;***
- ***Additional information regarding academic success measures implemented; and***
- ***Methods in place to ensure CCBC reaches its successful persist rate benchmark.***

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7. NEH Challenge Grant and Hilton Mansion Renovation

In FY 2012, CCBC was awarded a 5-year Challenge grant totaling \$500,000 from the National Endowment of the Humanities (NEH). The terms of the award require CCBC to raise two dollars for every dollar of grant funds it has been awarded, or \$1 million, which will be met through CCBC Foundation's fundraising efforts. Grant expenditures must yield long-term benefits to the institution and more broadly to the humanities. Through March 31, 2014, CCBC advised that the Foundation has raised \$898,160 in pledges, gifts, and grants towards its obligated amount.

CCBC plans to use Challenge grant funds to establish a Center for Global Education that will strengthen global perspectives throughout CCBC's Humanities curriculum and help sustain and expand global education initiatives across CCBC, and to renovate the second floor of its historic Hilton Mansion on the Catonsville campus, which will house the CCBC Center for Global Education. CCBC advised that the mansion provides the most appropriate space for meetings, workshops, and discussion groups that will support activities related to the Global Education initiatives. The proposed FY 2015 capital budget includes \$4.5 million to renovate the Hilton Mansion and adapt its interior space for use by both the Center for Global Education and the Hospitality and Restaurant Management program; the total cost of the mansion renovations is expected to be \$6.25 million.

CCBC advised that the Challenge grant also will allow it to provide workshops and overseas travel for faculty and to enhance global programming for students. CCBC additionally plans to establish a lecture series in Global Humanities to attract students and community members and to enhance their global and cultural awareness.

CCBC should be prepared to discuss:

- ***Funding for the Hilton Mansion renovations;***
- ***Benefits and opportunities brought on by the establishment of the Center for Global Education;***
- ***Methods in place to target additional grants in the future; and***
- ***How CCBC's institutional support compares to other Maryland community colleges.***

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8. Cost-Savings Initiatives

Over the past few years, CCBC has implemented various cost-savings initiatives that warrant highlight, including:

- *Construction Manager at Risk (CMAR) Method:* CCBC advised that it began to use the CMAR delivery method for capital projects when one or more of the following situations exist:
 1. An aggressive or compressed construction schedule is needed;
 2. The proposed construction site and laydown areas adversely impact campus operations, specifically parking or circulation of vehicles and pedestrian traffic routes during different phases of construction; or
 3. The construction work itself is complex, requiring a high degree of management of trade contractors and/or supplemental coordination drawings, LEED submittals, or clash detection analysis for a design performed using building information modeling (BIM) software.

CCBC further advised that this method has reduced total project costs.

- *Bring Your Own Device (BYOD) Program:* The BYOD program is aimed at reducing technology costs by allowing employees who are required to have telecommunication devices for work communications the option of using their own device. CCBC reimburses those employees a portion of their costs. The pilot program ran from July 2013 through September 2013. CCBC advised that it is evaluating the future of this program and cost savings are only expected to total less than \$10,000 each year.
- *Daily Shuttle Bus Routes Between Campuses:* CCBC manages a shuttle bus route between its Essex and Dundalk campuses and added a route between its Essex and Catonsville campuses during fall 2011. During FY 2013, shuttle passengers totaled 11,254 and 6,252 for the routes between Essex and Dundalk and between Essex and Catonsville, respectively. CCBC advised that the shuttles are popular among students, faculty, and staff. CCBC further advised that ridership is increasing annually, reducing

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vehicles driven between campuses and cutting down on fossil fuels.

- *HVAC Equipment:* Beginning in FY 2009, HVAC equipment is shut down or reduced during breaks and holidays and has resulted in savings approximating \$359,000 since implementation. CCBC advised that it will continue to participate in this program, however, there are no large scale capital projects currently planned which would qualify for additional savings through this program.
- *Multi-year Pedestrian Light Project at CCBC Essex:* CCBC began to replace defective walkway lighting with new LED technology in April 2012. CCBC advised that this is a long-term project dependent on future funding and that savings are difficult to quantify until more lighting is replaced.

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CCBC advised that it continues to seek departmental and other cost efficiencies to maintain optimum cost efficiency. During FY 2013, CCBC ranked 4th out of the 16 Maryland community colleges in its cost per FTE student. Shown below is the FY 2013 cost per FTE student for all Maryland community colleges:

<u>Community Colleges</u>	Total FY 2013 Revenues	FTE Enrollment	Cost per Student
Prince George's	\$ 96,120,865	13,160	\$ 7,304.02
Anne Arundel	105,692,658	14,285	7,398.86
Wor-Wic	22,204,317	2,998	7,406.38
CCBC	156,435,222	19,822	7,892.00
Hagerstown	33,032,501	4,039	8,178.39
Chesapeake	20,303,165	2,401	8,456.13
Harford	46,659,736	5,505	8,475.88
Carroll	29,212,047	3,386	8,627.30
College of Southern Maryland	57,621,234	6,678	8,628.52
Cecil	21,427,993	2,388	8,973.20
Frederick	41,338,081	4,548	9,089.29
Baltimore City	58,528,377	6,353	9,212.71
Allegany	28,402,091	3,004	9,454.76
Howard	79,618,625	8,275	9,621.59
Montgomery	226,478,062	22,317	10,148.23
Garrett	11,789,031	914	12,898.28
Total	\$1,034,864,005	\$ 120,073	\$ 8,618.62

Source: Maryland Higher Education Commission, Data Book 2014

CCBC should be prepared to discuss:

- ***Policies and procedures in place to ensure that post-occupancy construction issues are addressed promptly by the responsible construction manager at risk (CMAR);***
- ***How it enforces the reporting requirements of its CMAR contracts; and***
- ***How its recordkeeping practices provide assurance that CMAR contract expenses are reasonable, appropriate, and approved by the proper CCBC officials.***

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9. Various Capital Improvements

The proposed FY 2015 capital budget includes \$6.4 million for capital improvements at CCBC. Another \$72.8 million is included in the 5-year capital program, including \$23.6 million in FY 2016 and FY 2018, and \$25.6 million in FY 2020. Some of the noteworthy projects include:

- *Catonsville Campus:* As noted previously, the proposed FY 2015 capital budget includes funding (\$4.5 million) to renovate the Hilton Mansion and adapt its interior space for use by the Center for Global Education and the Hospitality and Restaurant Management program. The total cost of the mansion renovations is expected to total \$6.25 million. In addition, the proposed FY 2015 capital budget (\$300,000) and 5-year capital program (\$5.9 million) includes continuing funding to convert the old library (F building) into a new state-of-the-art Math and Science Hall. The Hall was designed to achieve LEED Silver certification. The first phase of the construction process is complete. The second phase, which includes the renovation of the existing facility and construction of the addition, is expected to be completed in June 2015. CCBC expects the Hall to be operational for fall 2015 classes. CCBC further advised that estimated project costs total \$39.5 million.
- *Essex Campus:* The proposed FY 2015 capital budget (\$1.58 million) and 5-year capital program (\$32 million) includes funding to renovate and expand the “N” building, or Health Careers and Technology Building. The building currently houses the School of Health Professions (SOHP), the School of Applied and Information Technology, and the Continuing Education & Economic Development (CEED) – Allied Health program. The new facility will be used by SOHP and also allow for the consolidation of SOHP and CEED operations, which are currently held in three separate locations. CCBC advised that this project will be completed in five phases with a projected total cost of \$58.2 million. The final phase is anticipated to be completed in August 2019.
- *Dundalk Campus:* The proposed FY 2015 5-year capital program includes funding (\$2 million) to design the addition to and renovation of the Wellness & Athletics Center. The construction is expected to begin in FY 2018.

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CCBC should be prepared to discuss:

- ***Details about these noteworthy projects, including which ones will be managed by a CMAR;***
- ***Additional capital projects contingent on funding that will enhance the campus and increase enrollment; and***
- ***How the additional funding for mansion renovations will be raised if the State does not grant funds and how a lack of State funding would affect the scope.***

10. Technology Projects

The proposed FY 2015 budget includes funding for technology projects including:

- ***County Fiber Conversion:*** CCBC will migrate from Comcast network services to dark fiber provided by the County. CCBC will use the fiber to replace the existing network connecting all campuses and extension centers. CCBC will additionally use the fiber to convert internet service to the University System of Maryland. Ongoing annual costs for the County Fiber Network total \$272,872.
- ***Microsoft LYNC Pilot Implementation:*** CCBC will implement a pilot Microsoft LYNC unified communication system, or telephone system. The new system will replace equipment that is nearly 40 years old. The pilot will consist of approximately 100 units. CCBC advised that if the pilot program is successful, the system will be installed college-wide. Costs for the pilot program total \$184,000. If CCBC implements the system college-wide, costs will total \$480,000 in both FY 2016 and FY 2017.
- ***Banner System Storage Replacement:*** The 5-year warranty period for CCBC's Network Appliance storage area network is approaching expiration. The storage network provides support for principal applications utilized by CCBC. CCBC will replace the Network Appliance system with a new system from Dell with greater discounts. The cost for the acquisition and three years of maintenance totals \$245,000.

CCBC should be prepared to discuss:

- ***Any cost savings or efficiencies to be gained with the introduction of new technologies;***

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- *Programs in place to ensure data security of sensitive information (e.g., social security numbers); and*
- *Technology projects that it hopes to implement in the future.*

BALTIMORE COUNTY
FISCAL YEAR 2015 RECOMMENDED BUDGET

COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

APPROPRIATION DETAIL					
	FY 2013 ACTUAL	FY 2014 APPROP	FY 2015 REQUEST	NET CHANGE	
				AMOUNT	%
3301 Instruction					
General Fund	\$ 19,036,567	\$ 19,118,212	\$ 21,001,556	\$ 1,883,344	9.9%
Special Fund	62,130,059	63,184,610	63,610,912	426,302	0.7%
Total	<u>81,166,626</u>	<u>82,302,822</u>	<u>84,612,468</u>	<u>2,309,646</u>	<u>2.8%</u>
3302 Public Services					
General Fund	162,334	105,924	108,629	2,705	2.6%
Special Fund	220,997	240,136	248,836	8,700	3.6%
Total	<u>383,331</u>	<u>346,060</u>	<u>357,465</u>	<u>11,405</u>	<u>3.3%</u>
3303 Academic Support					
General Fund	3,690,821	3,660,257	3,748,690	88,433	2.4%
Special Fund	8,123,504	8,775,552	8,954,204	178,652	2.0%
Total	<u>11,814,325</u>	<u>12,435,809</u>	<u>12,702,894</u>	<u>267,085</u>	<u>2.1%</u>
3304 Student Services					
General Fund	3,185,787	3,187,481	3,167,877	(19,604)	-0.6%
Special Fund	12,082,676	13,446,411	13,476,761	30,350	0.2%
Total	<u>15,268,463</u>	<u>16,633,892</u>	<u>16,644,638</u>	<u>10,746</u>	<u>0.1%</u>
3305 Institutional Support					
General Fund	7,888,707	7,860,128	7,258,962	(601,166)	-7.6%
Special Fund	25,213,957	25,909,008	28,228,723	2,319,715	9.0%
Total	<u>33,102,664</u>	<u>33,769,136</u>	<u>35,487,685</u>	<u>1,718,549</u>	<u>5.1%</u>
3306 Oper./Maint. Of Plant					
General Fund	4,290,744	4,265,793	3,826,219	(439,574)	-10.3%
Special Fund	10,276,582	11,939,876	12,180,438	240,562	2.0%
Total	<u>14,567,326</u>	<u>16,205,669</u>	<u>16,006,657</u>	<u>(199,012)</u>	<u>-1.2%</u>
3307 Mandatory Transfers					
General Fund	207,835	265,000	250,580	(14,420)	-5.4%
Special Fund	84,016,964	90,060,000	85,159,420	(4,900,580)	-5.4%
Total	<u>84,224,799</u>	<u>90,325,000</u>	<u>85,410,000</u>	<u>(4,915,000)</u>	<u>-5.4%</u>
3308 Auxiliary Enterprise					
Special Fund	10,718,754	10,550,109	10,273,794	(276,315)	-2.6%
Total	<u>10,718,754</u>	<u>10,550,109</u>	<u>10,273,794</u>	<u>11,107,761</u>	<u>105.3%</u>
3340 Debt Service					
General Fund	6,379,300	6,152,762	7,371,535	1,218,773	19.8%
Grand Total	<u>\$257,625,588</u>	<u>\$268,721,259</u>	<u>\$ 268,867,136</u>	<u>\$ 145,877</u>	<u>0.1%</u>
Funds Recap:					
Total General Fund	\$ 44,842,095	\$ 44,615,557	\$ 46,734,048	\$ 2,118,491	4.7%
Total Special Fund	212,783,493	224,105,702	222,133,088	(1,972,614)	-0.9%
Total All Funds	<u>\$257,625,588</u>	<u>\$268,721,259</u>	<u>\$ 268,867,136</u>	<u>\$ 145,877</u>	<u>0.1%</u>

BALTIMORE COUNTY
FISCAL YEAR 2015 BUDGET HEARINGS

COMMUNITY COLLEGE OF BALTIMORE COUNTY (033)

PERSONNEL DETAIL				
	<u>FY 2013 ACTUAL</u>	<u>FY 2014 APPROP</u>	<u>FY 2015 RECOMM</u>	<u>NET CHANGE</u>
3301 Instruction	1,245	1,180	1,140	(40)
3302 Public Services	4	3	3	0
3303 Academic Support	158	158	157	(1)
3304 Student Services	172	177	177	0
3305 Institutional Support	284	287	290	3
3306 Oper./Maint.of Plant	145	145	144	(1)
3307 Mandatory Transfers	0	0	0	0
3308 Auxiliary Enterprise	32	26	25	(1)
3340 Debt Service	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total All Funds	<u><u>2,040</u></u>	<u><u>1,976</u></u>	<u><u>1,936</u></u>	<u><u>(40)</u></u>

Note: Reflects Full-Time Equivalent (FTE) rather than total positions. Additionally, part-time position detail is not provided by CCBC.

**Baltimore County, Maryland
FY 2015 Budget Analysis**

Maintenance of Effort - CCBC

Required Local Share

FY 2014 General Fund Appropriation	\$44,615,557	
Less Debt Service Appropriation	<u>(6,152,762)</u>	
Required Local Share		\$ 38,462,795

Proposed Local Share

FY 2015 Proposed General Fund Appropriation	\$46,734,048	
Less Debt Service Funding	<u>(7,371,535)</u>	
Proposed Local Share		<u>39,362,513</u>
Over (Under) Required Local Share		<u><u>\$ 899,718</u></u>

Increase in State Aid Contingent Upon Local Share

	<u>FY2014</u>	<u>FY2015</u>	Increase/ (Decrease)
State Aid	\$ 37,412,630	\$39,425,000	<u><u>\$ 2,012,370</u></u>