



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

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

RE: Baltimore City Community College Fiscal Year 2027 Operating Budget

Dear Chair Smith and Chair King:

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

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

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

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

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



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

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

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

As well, the College has launched a new website at [www.bccc.edu](http://www.bccc.edu). The new site is the culmination of more than a year of planning to convert to a new Content Management System. The site now has a fresh, contemporary design, simplified navigation, a dynamic home landing page with easy to access buttons, Americans with Disabilities Act enhancements, improved page readability, and marketing modules to improve how we tell and sell the BCCC brand.

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

If the relevant BRFA provision passes, BCCC would receive an increase in FY 2027 of **\$188K (0.4%)**. Surrounding institutions, Morgan State University and St. Mary's College of Maryland have proposed increases of **\$5.386M (2.6%)** and **\$3.282M (7.7%)**, respectively. The total Higher Education proposed budget is \$99.677M (3.0%), in which BCCC's portion of the \$99.677M increase equals **0.188%** of the total Higher Education sector increase. The portion received is substantially



disproportional to the funding provided across Higher Education in Maryland.

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

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

Sincerely,

Debra L. McCurdy, PhD  
President

cc:

Members of the Education, Business and Administration Subcommittee  
Members of the Education and Economic Development Subcommittee

**Mission**

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

**Vision**

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

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## OPERATING BUDGET RECOMMENDED ACTIONS

### OPERATING BUDGET SUMMARY

#### **Key Observations**

##### **Context:**

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

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

##### **Comment:**

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

##### **Response:**

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

#### **Performance Analysis: Managing for Results**

##### **Context:**

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

##### **Comment:**

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

##### **Response:**

Baltimore City Community College (BCCC) has continued to build a comprehensive and adaptive enrollment strategy in response to shifting demographic trends, heightened statewide competition, and evolving student needs. Between Fall 2022 and Fall 2024, the College achieved a 23.7 percent increase in enrollment, reflecting the effectiveness of its reorganized recruitment and engagement efforts, while a 4.1



percent decline in Fall 2025 (179 students) kept BCCC above its Fall 2020 baseline with 4,196 students. The Office of Admissions is now fully staffed under the leadership of the Assistant Dean of Admissions and is preparing for the Fall 2026 cycle with an April 2026 Open House, an Acceptance Day event, and additional yield building activities. The Fall 2025 decline was driven primarily by reductions in first time and continuing student enrollment after two years of growth, though transfer enrollment increased by 61.3 percent, reinforcing the success of BCCC's transfer focused recruitment strategies. The Fall 2025 decline was driven primarily by reductions in first time and continuing student enrollment after two years of growth, though transfer enrollment increased by 61.3 percent, reinforcing the success of BCCC's transfer focused recruitment strategies.

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

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

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

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

#### **Context:**

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

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



**Comment:**

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

**Response:**

Within Program/Unit 01 (Instruction), serving as the core business of the College, realized operational increases year over year. As discussed previously, there have been many recruitment and retention initiatives to achieve enrollment goals, resulting in additional expenses. Since the number of credit course sections increased, additional costs would also increase. Due to the COVID-19 pandemic, many programs in Workforce Development and Continuing Education were paused previously, including construction, CDL, warehousing, refugee youth/asylees and community-based programs. These programs are fully operational. Additionally, as instruction costs increase, corresponding scholarships are realized proportionately by the College. Additional allocation of Promise Scholarship funding and SSS programs increased in FY26. Since COLAs and increments were not funded by the State of Maryland, the costs had to be covered by the College.

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

**FY2027 Proposed Budget**

**Context:**

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

**Comment:**

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

**Response:**

*Special funds consist of revenues collected by the State, the use of which is statutorily limited to certain purposes. The designated line item 'State Special Funds Restricted' was first requested and adopted in the FY2026 Allowance Submission (Fall 2024). Under Maryland Code, Education § 16-512, beginning on July 1, 2006, the City of Baltimore shall be responsible for providing at least \$1,000,000 in each fiscal year to support education at the College. Of this amount, in each fiscal year, at least \$400,000 shall be expended and administered by the College for student tuition reimbursement or scholarships to attend classes at the College; and the remaining balance shall be expended in a manner consistent with the educational mission of the College.*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

**FY2027 Proposed Budget Context:**

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

**Comment:**

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

**Response:**

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

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

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

The onboarding and offboarding configuration in NeoGov/EDs system-initiated onboarding and offboarding platform will streamline this process, eliminating the email notifications generated by Human Resources staff, and promote a more user-friendly process and establish a central repository of new hire documentation. Additionally, with the offboarding, the plan is to deploy an Employee Exit Questionnaire for each employee group (permanent, contractual, faculty, and sworn officers). The results of these questionnaires will assist Human Resources with assessing the employee experience and providing guidance and information to hiring managers in retention efforts.



The BCCC Board of Trustees have been asked to consider for approval the draft 2025–2028 Strategic Plan Framework. In 2018, the Board of Trustees approved the 2018-2022 Strategic Plan Framework which was shortly supplanted by the legislatively mandated 12 Realignment Tasks and currently drive the strategic direction of the College. The 2025-2028 Strategic Plan will integrate the 12 Realignment Task into the strategic goals which support the Colleges Mission, Vision and Core Values. This Strategic Plan Framework outlines three (3) major goals (*Delivering Our Promise, Aligning Our Strengths, Expanding Our Reach*) supported by four (4) corresponding sub-goals and a host of objectives designed to advance student success, institutional effectiveness, and community impact. BCCC's 2025–2028 Strategic Plan Framework is intentionally designed to align with key state and accreditation planning efforts, ensuring that the College's priorities advance both institutional goals and statewide objectives for higher education.

### **Mayor's Scholars Program**

#### **Context:**

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

#### **Comment:**

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

#### **Response:**

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

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

### **Mayor's Scholars Program**

#### **Context:**

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

#### **Comment:**

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

#### **Response:**

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

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

The BCCC Foundation is taking a decisive leadership role in securing the future of Baltimore's youth. By expanding our philanthropic resources and reach, we look to bridge the critical funding gap left by changes in City support for the Mayor's Scholars Program. Our mission is to ensure that no promising student from Baltimore City Public School Systems (BCPSS) is forced to halt their education due to a lack of municipal funding.

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

- Replacement Funding: Actively working with BCCC's Grant Office to raise private capital to cover tuition and fees that were previously subsidized, ensuring the "promise" made to these students remains unbroken.

- (Concept) The "14 Districts, 14 Dreams" Initiative: A localized pilot project creating dedicated scholarships for each of Baltimore's 14 City Council districts. This ensures that every neighborhood—from Cherry Hill to Lauraville—has a protected pathway to higher education.
- Corporate Workforce Pipelines: Partnering with Baltimore-based firms (in Healthcare, Cyber Security, and Construction) to fund scholarships that transition students directly from BCPSS to high-wage local careers.

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