



MEETING OF THE BOARD OF TRUSTEES  
Thursday, December 1, 2011– 3:00 p.m.  
Isadore A. Shrager Boardroom

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# Community College of Philadelphia

*The Path to Possibilities™*

## MEETING OF THE BOARD OF TRUSTEES

### AGENDA

Thursday, December 1, 2011 – 3:00 p.m.

Isadore A. Shrager Boardroom

- (1) Consent Agenda
  - (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of November 3, 2011
  - (b) Gifts and Grants
  - (c) Contract Extension for the Completion of Construction Management  
Services for the Completion of the Bonnell, Mint and West (BMW)  
Building Renovations Project
- (2) Report of the Chair
- (3) Student Outcomes Indicators
- (4) Foundation Report
- (5) Report of the President
  - (a) MSA Reaccreditation
- (6) New Business

Next Meeting: Thursday, January 5, 2012  
3:00 p.m. – Isadore A. Shrager Boardroom M2-1

### Future Committee Meetings:

Student Outcomes	Thursday, December 1, 2011 1:30 p.m. – Room M2-34
Business Affairs	Wednesday, January 18, 2012 9:00 a.m. – Isadore A. Shrager Boardroom

Audit Committee

Tuesday, February 21, 2012  
12:00 noon – Isadore A. Shrager Boardroom

Upcoming Events:

Celebration of the Stars Event

Tuesday, December 20, 2011  
11:00 a.m. – Great Hall

Winter Break – College Closed

December 23, 12 Noon –  
January 2, 2012

2012 Community College National  
Legislative Summit

February 13-16, 2012  
Wardman Park Hotel, Washington, DC

Board of Trustees Retreat

Tuesday, January 17, 2012  
8:30 a.m. – 4:00 p.m. Room C2-5

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COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, November 3, 2011 – 3:00 p.m.

Present: Ms. Fernandez, presiding; Mr. Bergheiser, Ms. Cunningham, Ms. Holland, Mr. Honickman, Mr. Johnson, Mr. Lassiter, Representative Roebuck, Ms. Sumners Rush, Mr. Wetzel, Dr. Curtis, Ms. Bauer, Ms. Brown-Sow, Mr. Brown, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Ms. Ray, and Ms. Grosset

(1) Consent Agenda – Board of Trustees

Ms. Fernandez asked for a motion on the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of October 6, 2011
- (b) Gifts and Grants
- (c) Management Program Academic Certificate

Ms. Sumners Rush moved, with Ms. Cunningham seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(2) Report of the Chair

(2a) Association of Community College Trustees Annual Congress  
October 12-15, 2011, Dallas, Texas

Ms. Fernandez reported that the Association of Community College Trustees Annual Congress took place on October 12-15, 2011 in Dallas, Texas. Ms. Fernandez stated that she, Ms. Holland, and Dr. Curtis did a presentation on “Board Benchmarks for Institutional Success.” She stated that the presentation went very well and was well attended. Ms. Fernandez thanked Ms. Holland for her participation.

(2c) Board of Trustees Retreat

Ms. Fernandez reported that in polling members of the Board for a date for a Board Retreat resulted in two possible dates, namely January 17 or 18, 2012. She stated that she needed to contact two members of the Board before confirming the date. Ms. Fernandez indicated that she would follow up with members of the Board on this issue.

(2d) Middle States Reaccreditation Self-Study Steering Committee

Ms. Fernandez thanked Representative Roebuck for agreeing to represent the Board on the MSA Reaccreditation Self-Study Steering Committee.

(2e) Honorary Degree Awards

Ms. Holland, chair of the Student Outcomes Committee, stated that members of the Board would be receiving a memorandum from her requesting nominations for Honorary Degree awards. She stated that the deadline for nominations is Wednesday, November 30, 2011. Ms. Holland stated that honorary degrees are awarded at the College's Commencement Ceremony.

(3) Foundation Report

Mr. Wetzel reported that the Foundation Board is scheduled to meet on November 10, 2011.

Mr. Wetzel reported that to date, the 2012 Annual Fund has raised \$13,081. He stated that Annual Fund direct mail solicitation letters have been sent to all constituent groups (alumni, employees, retirees, friends, Foundation Board members, and College Trustees). Mr. Wetzel stated that staff will continue to work on raising awareness among current students about the need for private donations as well.

The Foundation's Annual Golf Tournament was held on Monday, October 3, 2011 at the Torresdale-Frankford Country Club. He stated that with the loss of a few key sponsors, net proceeds were approximately \$28,000. Mr. Wetzel stated that the Foundation plans to reevaluate this event and determine the future of the event.

Mr. Wetzel reported that the Foundation will be stepping up its stewardship initiatives this year and have identified several approaches it will implement to make donors feel connected and appreciated by the College, including the addition of two new societies—The Gold Society to recognize individuals who consistently give to the College and The Mint Society to recognize individuals who give \$1,000 or more annually.

Mr. Wetzel reported that on December 3, 2011, a new friend of the College will host a party in the new Pavilion Building for 400 of his closest friends. The party will be kicked off on December 2 by a visit from nationally renowned Chef G. Garvin, who will meet with students in the Culinary Arts Program, host a book signing reception, and cook a dinner for 50 paying guests Friday night as a fundraiser for the Culinary Arts Program.

(4) Report of the President

(4a) Commission for Community Colleges Student Success Forum

Dr. Curtis reported that the Commission for Community Colleges holds a student success forum annually where all Pennsylvania community colleges share best practices regarding student success efforts. He stated that the forum was held on October 26, 2011 in Harrisburg, and that Secretary of Education Ronald Tomales was one of the guest speakers at the forum. Dr. Curtis stated that the forum was very successful.

(4b) State Developments

Dr. Curtis reported that he and Ms. Brown Sow have reached out to the administration in Harrisburg to align the community colleges with state priorities. He stated that he and Ms. Brown Sow had met with Ms. Jill Hans, deputy secretary, Office of Postsecondary and Higher Education; Mr. Rich Hudic, executive deputy secretary, Department of Community and Economic Development; lieutenant governor James Cawley; Ms. Jennifer Branstetter, policy and planning secretary and Mr. Charles Zogby, budget secretary; Mr. Dave Transue, executive director, Senate Education Committee and chief of staff to Senator Jeff Piccola, chairman, Education Committee; and Ms. Eileen Flinn, executive director, Senate Education Committee for Senator Andrew Finniman, Minority Chair.

(4c) City Developments

Dr. Curtis reported that he had been notified by the Mayor's Office that City funding for the College would be cut by 2%. He stated that the cut translates into a little over a half million dollars for the College. Dr. Curtis stated that the City had asked the College to provide an impact statement that the cut would have on College services and programs. Dr. Curtis stated that the College had provided the statement and indicated that the College would offset the cut by freezing positions, cutting back on College services and programs.

(4d) Off-Campus Events

Dr. Curtis participated in the following off-campus events during the month of October:

- The Lew Klein Alumni in the Media Awards event at Temple University on October 19, 2011. Kal Rudman was one of this year's alumni honorees. Dr. Curtis reminded the Board that Kal and Lucille Rudman support scholarships for police officers who are Justice majors at the College;
- Meeting with Dr. Lee Nunery, acting superintendent of the School District of Philadelphia on October 11, 2011. The discussion focused on partnerships between the College and the School District. Dr. Curtis stated that the College is

developing a proposal articulating partnerships in which the College and the School District can collaborate; and

- The Economy League of Philadelphia Leadership Exchange on October 21, 2011. Ms. Fernandez and Ms. Holland also participated.

(4e) Announcements

Dr. Curtis congratulated Representative Roebuck on his Q&A which appeared in the Commission for Community College October 2011 Newsletter.

Dr. Curtis reported that the Martin Luther King Association for Non-Violence 30<sup>th</sup> Annual Awards and Benefit Luncheon is scheduled for Monday, January 16, 2012 at the Sheraton City Center Hotel. The program and luncheon will begin at 12:00 noon. Members of the Board interested in attending may contact the President's Office for arrangements.

(4f) GIS Program Presentation

Dr. Curtis introduced Ms. Deirdre Garrity-Benjamin, coordinator of the GIS Program, and Ms. Helene Iavecchia, student and founder of the Geospatial Club who made presentations on the GIS Program and a number of community projects in which the Geospatial Club is presently involved.

(4g) Institutional Effectiveness Report

Dr. Hawk and Ms. Grosset continued their presentation of data regarding student outcomes at the College.

(5) New Business

There was no new business discussed.

(6) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, December 1, 2011 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:30 p.m. At this point in the meeting, the Board reconvened in Executive Session.

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, November 3, 2011 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Ms. Fernandez, presiding; Mr. Bergheiser, Ms. Cunningham, Ms. Holland, Mr. Honickman, Mr. Johnson, Mr. Lassiter, Representative Roebuck, Ms. Sumners Rush, Mr. Wetzell, Dr. Curtis, Ms. Bauer, Ms. Brown-Sow, Mr. Brown, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Ms. Ray, and Ms. Grosset

(1) Consent Agenda – Board of Trustees

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of October 6, 2011
- (b) Gifts and Grants
- (c) Management Program Academic Certificate

(2) Report of the Chair

(2a) Association of Community College Trustees Annual Congress  
October 12-15, 2011, Dallas, Texas

The Association of Community College Trustees Annual Congress took place on October 12-15, 2011 in Dallas, Texas.

(2c) Board of Trustees Retreat

Members of the Board were polled for a date for a Board Retreat. A date for the retreat has not been confirmed.

(2d) Middle States Reaccreditation Self-Study Steering Committee

Representative Roebuck will represent the Board on the MSA Reaccreditation Self-Study Steering Committee.

(2e) Honorary Degree Awards

Members of the Board were informed regarding nominations for Honorary Degree awards.



(3) Foundation Report

The Foundation Board is scheduled to meet on November 10, 2011.

The Foundation 2012 Annual Fund has raised \$13,081.

The Foundation's Annual Golf Tournament was held on Monday, October 3, 2011 at the Torresdale-Frankford Country Club.

A new friend of the College will host a party in the new Pavilion Building for 400 of his closest friends on December 3, 2011

(4) Report of the President

(4a) Commission for Community Colleges Student Success Forum

The Student Success Forum took place on October 26, 2011 in Harrisburg.

(4b) State Developments

The Board was informed about outreach efforts to the administration in Harrisburg to align the community colleges with state priorities.

(4c) City Developments

The College was notified by the Mayor's Office that City funding for the College would be cut by 2%.

(4d) Off-Campus Events

Dr. Curtis participated in the following off-campus events during the month of October:

- The Lew Klein Alumni in the Media Awards event at Temple University on October 19, 2011;
- Meeting with Dr. Lee Nunery, acting superintendent of the School District of Philadelphia on October 11, 2011; and
- The Economy League of Philadelphia Leadership Exchange on October 21, 2011. Ms. Fernandez and Ms. Holland also participated.

(4e) Announcements

The Board congratulated Representative Roebuck on his Q&A which appeared in the Commission for Community College October 2011 Newsletter.

The Martin Luther King Association for Non-Violence 30<sup>th</sup> Annual Awards and Benefit Luncheon is scheduled for Monday, January 16, 2012 at the Sheraton City Center Hotel.

(4f) GIS Program Presentation

Ms. Deirdre Garrity-Benjamin, coordinator of the GIS Program, and Ms. Helene Iavecchia, student and founder of the Geospatial Club, made presentations on the GIS Program.

(4g) Institutional Effectiveness Report

Dr. Hawk and Ms. Grosset continued their presentation of data regarding student outcomes at the College.

(5) New Business

There was no new business discussed.

(6) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, December 1, 2011 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:30 p.m. At this point in the meeting, the Board reconvened in Executive Session.

Community College of Philadelphia  
Office of Institutional Advancement  
Record of Grants and Gifts  
for the December 2011 Meeting of the Board of Trustees

**GRANTS**

	Prior Balance	Current Month	Year-to-Date	Grant Goal
<b>Total Grant Dollars</b>	\$25,140,125	\$759,534	\$25,899,659	\$7,000,000
<b>Total Number of Grants</b>	17	4	21	

**Summary by Grant Type:**

		Prior Balance	Current Month	Year-to-Date
<b>Government/Public Grants</b>				
	Federal	\$23,210,651	\$445,129	\$23,655,780
	State	\$1,007,332	\$237,479	\$1,244,811
	Local	\$240,136	---	\$240,136
<b>Private Grants</b>				
	Corporation	---	---	---
	Foundation	\$682,006	\$76,926	\$758,932
<b>Grant Total</b>		\$25,140,125	\$759,534	\$25,899,659

**GIFTS**

**Summary by Gift Type:**

Gifts to the Foundation (\$5,000+)	Name	Amount	Purpose
<b>Gifts In-Kind</b>			
	Anonymous	\$7,000	Shop Rite gift cards to be distributed to needy students.
	Robert F. Byrne	\$9	Book
	CCP English Department	\$13	Used books
	Sam Wyly	\$90	Book

**COMMUNITY COLLEGE OF PHILADELPHIA**  
**Office of Institutional Advancement**  
**Monthly Summary of Grants and Gifts**  
**December 2011**

**Federal Grant**

The U.S. Department of Education has funded the Predominantly Black Institutions Program formula grant for \$445,129. Funds from this grant will support ongoing efforts to increase enrollment, academic success, retention and graduation rates at Community College of Philadelphia. The project will have a focus on underserved students and those students most at-risk of not completing a postsecondary degree. Specifically, the grant will support African-American males, veterans and ex-offenders through special initiatives, as well as all students in developmental and gatekeeper courses.

**State Grant**

The Pennsylvania Department of Public Welfare (with InspiriTec, Inc. serving as the fiscal agent) has funded the *KEYS (Keystone Education Yields Success)* grant for fiscal year 2011-2012 for \$237,479. KEYS is an initiative of the Pennsylvania Department of Public Welfare to encourage TANF recipients to pursue postsecondary education. The College, in collaboration with Philadelphia, Bucks and Montgomery County Assistance Offices, provides services and support to these TANF students to assist them in completing their educational activities.

**Foundation Grants**

The Hearst Foundations (subcontracted through the National League for Nursing) has funded the Integrating Geriatrics into Nursing Education for \$57,921 for fiscal year 2011-2012. This project will expand dissemination of the NLN Advancing Care Excellence for Seniors (ACES) Essential Nursing Actions. ACES Essential Nursing Actions were created as a guide for faculty to strengthen geriatrics in the undergraduate nursing education curriculum in both associate and bachelor's degree nursing programs. Through this project, the NLN and CCP will conduct 24 one-day state-wide workshops reaching nurse faculty in at least 20 states. Faculty will learn the essential content and methods for teaching geriatrics and be introduced to geriatric tools, resources, and simulations. Each workshop will be followed by two 1½-hour webinars, and then a pre-Summit session at the annual NLN Education Summit to expand teaching methods and curriculum strategies. Over a five-year time span, at least 2,200 faculty in undergraduate (associate degree and bachelor's degree) nursing programs will learn how to teach geriatrics through their participation in Integrating Geriatrics into Nursing Education.

The Independence Foundation has funded the Supplemental Support 2012 grant for \$19,005. This grant will provide additional support for the Nursing Grants Manager, enabling her to support five geriatrics workshops in four states throughout 2012.

**Community College of Philadelphia  
Enrollment Management Plan  
Key Performance Indicators  
2010-11**

**I. Increase in New Student Headcount and Full-Time Equivalent (FTE)**

Year	Headcount	% Change from Previous Year	FTE	% Change from Previous Year
2007-08	9,414	-	6,121	-
2008-09	9,574	1.7% (+)	6,221	1.6% (+)
2009-10	10,389	8.5% (+)	6,934	11.5% (+)
2010-11	10,109	2.7% (-)	6,574	5.2% (-)

**II. Increase Student Retention Rate**

**Fall to Fall Persistence of First-Time Students**

Fall First-Time Student Cohort	# of First-Time Students	% of Cohort Returning in Following Fall
2007 to 2008	4,555	43
2008 to 2009	4,540	46
2009 to 2010	5,025	48
2010 to 2011	5,016	48

**III. Increase Graduation Rate**

**Degrees and Certificates Awarded\***

Year	# of Awards
2007	1,755
2008	1,963
**2009	2,119
2010	1,884
2011	1,885

**Unduplicated Count of Graduates**

Year	# of Graduates
2007	1,521
2008	1,565
**2009	1,757
2010	1,639
2011	1,700

\*Duplicated count of graduates since multiple degrees can be earned by a graduate

\*\*Includes 228 graduates awarded degrees and certificates identified from previous years

**IV. Improve Student Satisfaction^**

Categories	CCP Average^^		National Average^^	
	2008	2010	2008	2010
Admissions and Financial Aid	4.6	4.7	5.0	5.2
Campus Services	5.2	5.1	5.4	5.6
Registration Effectiveness	5.0	5.2	5.4	5.5
Student Centeredness	4.7	4.8	5.3	5.4
Campus Climate	4.9	5.0	5.4	5.6

^Noel-Levitz Student Satisfaction Survey results

^^Response scale ranges from 1 (not important/not satisfied at all) to a high of 7 (very important/very satisfied)

**STUDENT OUTCOMES COMMITTEE OF THE  
BOARD OF TRUSTEES**

**MINUTES**

**Thursday, November 3, 2011**

**1:30 p.m. – M2-34**

**Presiding:** Ms. Stacy Holland

**Present:** Dr. Stephen Curtis, Dr. Judith Gay, Dr. Samuel Hirsch, Mr. Chad Lassiter, Ms. Dorothy Sumners Rush

**(1) Executive Session**

There was no executive session.

**(2) Public Session**

**(a) Approval of Minutes of October 6, 2011**

The minutes were accepted.

**(b) Honorary Degree Process & Guidelines**

The Committee reviewed the Honorary Degree Guidelines, criteria and nomination procedure. It was agreed that education needs to be explicitly stated in the criteria. A few individuals were named as possible nominees. Ms. Holland agreed to a having a call for nominations sent to the full Board with a deadline to have nominations returned by November 30, 2011.

**(c) Enrollment Management Plan – 2010-11 Progress Report**

Dr. Hirsch provided background information on the development of the Enrollment Management Plan. He stated that as the Plan enters the final year approximately 75% of the strategies have been fully implemented. Dr. Hirsch reviewed the 2010-11 Milestones in each of the Plan's four sections: Recruitment, Marketing, Retention, and Student Enrollment Services. The Plan's four Key Performance Indicators were distributed and discussed. Ms. Sumners Rush commented that over time student services have improved. Ms. Holland asked about the significance relative to FTE versus headcount enrollment data. Dr. Curtis responded that while headcount enrollment is important for calculating areas such as classroom and service needs, FTE's are used to calculate revenue for the College.

**(d) Measuring Student Outcomes**

Ms. Holland began the discussion by providing an overview of the various data sets, metrics, and performance indicators that the Committee reviews over time. The information is usually provided within the context of an audit, planning outcomes or college key performance indicators. Ms. Holland suggested that for the Student

Outcomes Committee to be as effective as possible it would be helpful that the student outcomes that are provided be somehow put in an overall context and be connected so that it fits more coherently. She also stated that at times it would be important to highlight to the full Board important information that is embedded in the Board's consent agenda. Dr. Curtis agreed. It was decided that Ms. Holland would present the Enrollment Management Plan Key Performance Indicators to the Board at its December meeting.

The meeting was adjourned.

**(3) Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is proposed for **Thursday, December 1, 2011 at 1:30 p.m. in M2-34.**

**Attachments**

Minutes of October 6, 2011

Honorary Degree Guidelines

Enrollment Management Plan 2008-12 – Progress Report for 2010-11

Enrollment Management Plan Key Performance Indicators for 2010-11

# STUDENT OUTCOMES COMMITTEE OF THE BOARD OF TRUSTEES

## MINUTES

Thursday, October 6, 2011

1:30 p.m. – M2-34

**Presiding:** Ms. Stacy Holland  
**Present:** Dr. Stephen Curtis, Ms. Varsovia Fernandez, Dr. Judith Gay, Ms. Dorothy Sumners  
Rush, Ms. Lydia Hernández Vélez  
**Guests:** Ms. Marian McGorry, Dr. Wayne Wormley

(1) **Executive Session**

There was no executive session.

(2) **Public Session**

**(a) Approval of Minutes of September 1, 2011**

The minutes were accepted.

**(b) Follow up to Culture, Science and Technology Audit**

Dr. Gay asked for clarification of the Committee's intent for an action related to the Culture, Science and Technology Audit. The Student Outcomes Committee of the Board recommend that the Board accept the Culture, Science and Technology Audit and require a follow up report in February and an action plan.

**(c) Management Program Academic Certificate**

Marian McGorry stated that the Marketing and Management department recommends eliminating the Management Program Academic Certificate. Currently there are 12 students in the Certificate program.

Ms. Holland asked what industries recognize the certificate. Ms. McGorry stated that when the certificate was first developed there was a strong retail population. The College no longer offers a retail degree. Ms. McGorry stated that the proficiency certificates are doing well.

**ACTION: The Student Outcomes Committee recommends the discontinuation of the Management Program Academic Certificate at the end of the 2011-2012 academic year.**

**(d) Achieving the Dream Update**

Dr. Gay informed the Committee that the College has achieved the Leader College designation. Dr. Gay explained that the College is expanding the Achieving the Dream Core Team to get broader representation and more student success strategies will fall under the Achieving the Dream umbrella.

The meeting was adjourned.

(3) **Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is proposed for **Thursday, November 3, 2011 at 1:30 p.m. in M2-34.**

**Attachments**

Minutes of September 1, 2011  
Management Program Certificate



Community  
College  
*of* Philadelphia  
*The Path to Possibilities™*

OFFICE OF ACADEMIC AFFAIRS  
**MEMORANDUM**

**TO:** Fellow Board Members

**FROM:** Ms. Stacy Holland, Chair  
Student Outcomes Committee of the Board

**DATE:** November 3, 2011

**SUBJECT:** **Honorary Degree Awards**

This is the time of the year when we need to decide whether and to whom we want to award an honorary degree at Commencement.

Please use the attached form to submit your nomination to the President's office. We need to hear from you by Wednesday, **November 30, 2011** so that we can discuss nominees at the December meeting of the Student Outcomes Committee. If you do not have time to complete a full write-up, but have someone you would like considered, please feel free to call Josephine DiGregorio and she will forward the name to me. A list of past recipients is also attached for your information.

We are considering awarding one or more honorary degrees based on the following criteria:

- 1) A significant contribution to Community College of Philadelphia.
- 2) A significant contribution to the Philadelphia Community.
- 3) Leadership in civic and cultural affairs.
- 4) Leadership in business, industry or public service.

JR:kb\soc\hdroe2012.ltr  
c: Josephine DiGregorio

Enclosures: Guidelines  
Nomination Form  
List of Honorary Degree Recipients

Recommended Guidelines for Implementation of  
Honorary Award Procedures

- (1) Nominations will be entertained only from Board members and the President.
- (2) The Student Outcomes Committee of the Board will receive and review such nominations on behalf of the full Board. The Committee shall make recommendations of not more than three individuals annually for Board consideration.
- (3) For awards to be made at Commencement nominations should be received by the Student Outcomes Committee by the regular December Committee date; Committee recommendations will be determined at the December meeting; and reported out for action at the regular January Board meeting, annually.

(For 2012, this means that nominations should be made to the Student Outcomes Committee of the Board by **November 30, 2011**; the Committee will finalize its decisions on **December 1, 2011** and not more than three persons will be recommended for Board consideration and action on **January 5, 2012**.

- (4) Upon completion of action by the Board, invitations will be extended to each person recommended.

**COMMUNITY COLLEGE OF PHILADELPHIA**  
**HONORARY DEGREE**  
**2012**

Individual making the nomination: \_\_\_\_\_

**NOMINEE**

I. **Biographical**

Name: \_\_\_\_\_ Occupation: \_\_\_\_\_

Address: \_\_\_\_\_ Telephone: \_\_\_\_\_

Educational Background: \_\_\_\_\_

II. **Criteria:** Honorary Degree recipients shall demonstrate one or more of the following:

Significant contribution to Community College of Philadelphia.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Significant contribution to the Philadelphia community.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Leadership in Civic and cultural affairs.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Leadership in business, industry, or public service.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

III. **Other significant accomplishments, awards or recognition:**

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IV. If the nominee is a former Community College of Philadelphia Trustee or employee, please indicate month and year of affiliation.

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Signature of Nominator

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Date

## List of Recipients of Honorary Degrees

2011:  
2010: A.E. Piscopo  
2009: No Recipient  
2008: Anna Verna  
2007: Mayor John Street  
2006: Alex Johnson  
2005: Belle S. Wheelan  
2004: Christine L. James-Brown  
2003: No Recipient  
2002: Isadore A. Shrager  
Johnny J. Butler  
2001: Ida Chen  
2000: No Recipient  
1999: Fred Capshaw  
1998: No Recipient  
1997: Jane S. Abrahams  
Ruth Hayre  
1996: No Recipient  
1995: Tom Ridge  
1994: Robert S. King  
Cecilia Moy Yep  
1993: No Recipient  
1992: Brother Patrick Ellis  
1991: B.A. Barringer  
1990: Judith S. Eaton  
1989: Althea K. Hottel  
1988: Maurice B. Fagan  
Henry W. Jones  
Laird H. Simons  
1985: Allen T. Bonnell  
Nochem S. Winnet

Community  
College  
*of* Philadelphia

**Enrollment Management Plan  
2008-12**

**Progress Report for 2010-11**

**Community College of Philadelphia**  
**Enrollment Management Plan**  
**Milestones**  
**2010-11**

<b>Recruitment</b>
<ul style="list-style-type: none"> <li>• Launched the Return to Learn (R2L) discount program for city employees (adult learners) in August 2010.</li> <li>• In Fall 2010, initiated the enhanced Open House on the Main Campus to include Dual Admission partners and a parent program.</li> <li>• Launched the Admissions Facebook page in March 2011.</li> </ul>
<b>Marketing</b>
<ul style="list-style-type: none"> <li>• Grand opening of the Northeast Regional Center in April 2011; two weeks of events reaching all of the College’s target audiences; dedicated NERC advertising campaign in spring 2011; launched NERC microsite.</li> <li>• Program-specific marketing: launched customizable electronic brochure on College website which allows prospective students to create and download a personalized brochure that contains their selected programs and services of interest; created a program guide brochure which is an at-a-glance guide to all of the College’s degree and certificate programs.</li> <li>• Online: Began College-wide website redesign process; ran a yearlong Google AdWords/dedicated landing page campaign which allowed us to build a database of prospects and begin an email outreach campaign to prospects; developed social media guidelines, created College Facebook and Twitter pages, and began to work with other areas in the College to help them create and manage their Facebook pages.</li> </ul>
<b>Retention</b>
<ul style="list-style-type: none"> <li>• Supported by a grant from the Open Society Foundations, the College established Project Achieve to provide personal and academic support to first time in college African American males. The program began with a summer program in August 2011.</li> <li>• An enhanced new student orientation experience, Academic Welcome, was implemented in fall 2010 as part of the revamped comprehensive orientation program.</li> <li>• FOS101 was assessed, and the number of sections offered was increased from 9 in 2009-2010 to 31 in 2010-2011.</li> <li>• The position of Student Life Coordinator, Regional Centers was created in 2010 in an effort to provide more comprehensive programs and activities to encourage community development and engagement at the Regional Centers.</li> </ul>
<b>Student Enrollment Services</b>
<ul style="list-style-type: none"> <li>• Implemented a new MyCCP communication tool for students, <i>My Enrollment Profile</i>, allowing students to view personal and enrollment data all on one page.</li> <li>• Instituted an online procedure for instructor-initiated student withdrawal (Policy &amp; Procedure #5).</li> <li>• Developed and implemented an on-line process allowing students to calculate estimated tuition and fees (Tuition Estimator).</li> </ul>

**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
<b><i>Recruitment</i></b>						
<b><i>KPI: Increase in new student headcount and full-time equivalent</i></b>						
<b><i>Focus Area -- Youth Market</i></b>						
Establish partnerships with identified high schools to provide year-long programming experiences for 11th and 12th graders	08-09	09-10 10-11				
Enhance campus visit days by coupling the campus tour with a mini information session	08-09	09-10				
Enhance junior discovery day to include practical application of the steps to enrollment, in addition to hands-on activities in selected programs of study	08-09				09-10 10-11	
Establish improved communication mechanism to inform guidance counselors of program offerings, academic services and steps to enrollment	08-09	09-10	10-11			
Establish process to inform students in the dual enrollment program about advantages of degree completion at the College	08-09	09-10 10-11				
Engage community agencies working with and within schools to inform them about the College's program offerings, academic services and steps to enrollment	08-09	09-10		10-11		
Collaborate with GED programs to present the College's credit programs of study, short-term certificates and dual admissions to program graduates	08-09	09-10 10-11				
Improve process to inform students with Philadelphia residency, enrolled at targeted colleges and universities, about summer course options and course transferability	08-09	09-10 10-11				
Enhance communication strategies to provide specific information about programs of study and steps to enrollment for prospective students	08-09	10-11			09-10	
Collaborate with Department Chair or Program Coordinator to promote new or under-enrolled programs of study	08-09	09-10	10-11			
Enhance admissions process for students applying to a "select" program	08-09	09-10 10-11				

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
Re-structure format of campus-based information sessions to be in-depth by instituting program-specific information sessions	08-09		09-10			
Enhance process of informing walk-in students coming to the Welcome Center or Enrollment Services area about steps to enrollment, programs of study and academic services	08-09		09-10			
Collaborate with Archdiocese leadership to exchange student information and present dual enrollment and dual admission options to high school juniors and seniors					08-09	
					09-10	
					10-11	
Create an information session to inform parents about programs of study, steps to enrollment and other opportunities at the College		09-10	10-11		08-09	
Develop a partnership with home-school associations	09-10				08-09	
					10-11	
<b><i>Focus Area -- Adult Market</i></b>						
Develop process to inform adult students with prior earned credits about opportunities for earning a degree	08-09		09-10	10-11		
Collaborate with Veterans' Affairs Coordinator and veterans' agencies to inform veterans and active duty personnel about the College's programs of study and support services	08-09		09-10	10-11		
Collaborate with Academic Affairs and Marketing to promote new programs of study to new and current students	08-09		09-10			
			10-11			
Review and modify where necessary processes that are barriers for adults to enroll at the College	08-09		09-10			
			10-11			
Develop segmented recruitment strategies that are aligned with academic program offerings	08-09	09-10				
Collaborate with the Re-entry Program to inform participants about certificates (credit/non-credit) and degree options	08-09		09-10			
Collaborate with external agencies (e.g. Graduate! Philadelphia) to promote the College and enhance enrollment opportunities to the College	08-09		09-10			
Collaborate with Corporate Solutions in outreach initiatives with city agencies, non-profit organizations and businesses in order to engage individuals seeking job enhancement through degree or certificate	09-10		10-11		08-09	

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
<b><i>Focus Area -- International Students</i></b>						
Collaborate with cultural groups/agencies and local businesses working with individuals from targeted countries	08-09 09-10	10-11				
Collaborate with language school representatives in surrounding colleges/universities and provide updated information about steps to enrollment for F-1 students	08-09	09-10				
Develop recruitment and outreach activities targeted toward students from Vietnam and Korea	08-09	09-10			10-11	
Redesign International Student web page on College site to provide more information to F-1 students about steps to enrollment at the College and advantages of studying in Philadelphia	08-09 09-10				10-11	
Actively promote the financial and academic advantages of completing a degree at the College	08-09		09-10			
Create opportunities for social activity and community building in order to increase an international student's cultural and societal understanding of the country and ease their transition to a new environment	08-09	09-10				
Boost communication strategies by providing frequent information about federal regulations, required paperwork and the College's steps to enrollment	08-09			09-10		
Develop packet of information and strategies for faculty and staff visiting targeted countries who are willing to engage in outreach activities	09-10	10-11			08-09	
Participate in annual AACC community college fairs in Southeast Asia as scheduling and funding permits					08-09	
					09-10	
					10-11	

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
<b><i>Marketing</i></b>						
<b><i>Focus Area -- Youth Market</i></b>						
Build relationships with high school guidance counselors and teachers	08-09 09-10					
Update recruitment communications to support increased conversion rates of walk-ins, prospects and applicants who register	08-09 09-10	10-11				
Support and follow-up materials for high school workshops aimed at public, charter and Archdiocese schools	08-09					
Direct mail campaign inviting high school juniors to Junior Discovery Day	08-09					
Support and follow-up materials for workshops/information sessions for parents	08-09					
Build relationships with community agencies, home schooling associations, GED programs and key influencers	08-09					
Increase outreach to students with Philadelphia residency currently enrolled at target colleges and universities about summer course options and transferability of credits	08-09					
Direct mail campaign aimed at freshmen through seniors announcing campus-based information sessions/open houses					08-09	
					09-10	
					10-11	
Purchase SAT/PSAT lists for Philadelphia County and send direct mail campaign about dual admissions with participating colleges					08-09	
					09-10	
					10-11	

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
<b><i>Focus Area -- Adult Market</i></b>						
Recruitment strategies aimed at active military and veterans	08-09					
Inform adults with prior earned credits about opportunities for earning a degree through targeted organizations, campus information sessions and highlighting diverse, exciting and in-demand programs of study	09-10					
Admissions, Marketing and Academic Affairs to create strategies to promote new programs to prospective students	08-09					
Marketing and Academic Affairs to create strategies to promote new programs to current students	10-11			08-09		
Collaborate with Corporate Solutions and Admissions to conduct zip code analyses of the city in order to create message-specific promotions for targeted audiences	10-11			08-09	09-10	
<b><i>Focus Area -- International Students</i></b>						
Redesign International Student web page	08-09					
Collaborate with cultural groups, agencies and local businesses working with targeted countries	08-09					
Direct mail campaign to TOEFL takers from College Board					08-09	
					09-10	
					10-11	

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
<b><i>Retention</i></b>						
<b><i>KPI: Increase student retention rate</i></b>						
<b><i>Focus Area -- All Students</i></b>						
Implement targeted interventions and strategies for increasing male students' participation in both academic engagement and social engagement activities to improve success rates	08-09	09-10	10-11			
Establish mentoring opportunities for male students	08-09	09-10	10-11			
Produce "This Week at the College" announcement series	08-09	09-10				
Evaluate current FOS 101 for sustainability and expansion	08-09	09-10	10-11			
Improve in-person orientation experience of new students by providing them with a comprehensive and multi-touch approach	08-09		09-10	10-11		
Use academic (program) identifiers to target and inform new and continuing students of resources and opportunities	08-09					
	09-10					
	10-11					
Provide additional support to athletes	08-09					
	09-10					
	10-11					
Create connection opportunities between students enrolled in large curricula (Liberal Arts; Culture, Science and Technology; and Business) and appropriate College staff and faculty	08-09					
	09-10					
	10-11					
Develop a "Welcome Week" set of activities	08-09		09-10			
Develop and implement early alert system	08-09					

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## Community College of Philadelphia Enrollment Management Plan 2008-2012

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
Establish and promote on-line orientation	08-09					
Conduct focus groups with target populations who are persisting to determine success factors	08-09					
Identify pre-probation characteristics of students in order to intervene prior to students being placed on academic probation	09-10				08-09	
Establish requirement for all degree-seeking students to schedule an "Academic Check-up" meeting before earning 24 credit hours to review and revise their educational plan as necessary	09-10				08-09	
Facilitate discussions to broaden present effective program-based support service strategies to a more systemic approach	09-10				08-09	
Use demographic (race/gender/age) identifiers to target new and continuing students to inform of resources and opportunities					08-09	
					09-10	
					10-11	
Collaborate with "Parity Task Force" to support academic (inside the classroom) efforts with co-curricular (outside the classroom) efforts					08-09	10-11
Develop "Promising Practices" web site resource documenting student engagement strategies employed by specific curricula and individual faculty members; include non-CCP "Promising Practices" reflecting what other institutions are doing					08-09	
					09-10	
					10-11	
Develop and implement recognition strategies for programs and individuals involved in student retention activities					08-09	
					09-10	
					10-11	
Explore use of Act Compass placement test demographic section					08-09	
Develop and implement a process to assist students in the development of an individual academic plan as a guide for course selection and ongoing assessment of career goals					09-10	
					10-11	08-09

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
<b><i>Student Enrollment Services</i></b>						
<b><i>KPI: Improve student satisfaction</i></b>						
<b><i>Focus Area -- All Students</i></b>						
Develop additional on-line web services for students including requests for excused withdrawals, record challenges, curriculum changes, and transfer credit evaluations through <i>My CCP</i>	08-09	09-10 10-11				
Establish on-line data entry and approval process for credit by examination	08-09	09-10 10-11				
Establish on-line data entry and approval process for credit for life experience	08-09	09-10 10-11				
Develop and implement on-line transcript request process utilizing Banner functionality	08-09					
	09-10					
	10-11					
Develop paperless admissions application process utilizing document imaging	08-09	09-10 10-11				
Implement admissions priority deadline date	08-09	09-10				
Create an admissions welcome packet	08-09	09-10			10-11	
Conduct business process analysis to identify inefficiencies, redundancies, and cross-departmental relationships to facilitate the effective realignment of tasks and functional responsibilities	08-09	09-10	10-11			
Design a self-service process to allow students to calculate estimated tuition and fees (Tuition Estimator)	08-09	10-11				
	09-10					
Develop a process to allow students to do drop and add using self-service after start of term	08-09	09-10				
		10-11				

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
Extend usage of Banner CAPP (degree audit model) to include students, academic advisors, and counselors	08-09					
	09-10					
	10-11					
Develop service standards for College errors	08-09					
	09-10					
	10-11					
Implement Banner functionality to allow the College to administer the direct lending program for student loans	08-09		09-10			
Implement ACH/Check by phone payments to provide another option for students to pay tuition	08-09		10-11			
	09-10					
Develop an on-line payment plan application enabling students to enroll in Tuition Payment Plan via the web	08-09					
	09-10					
	10-11					
Develop an on-line method for processing P&P 5 (attendance) drops through <i>My CCP</i>	08-09		09-10	10-11		
Establish on-line process for faculty/administrators to approve and update registration records to change from credit to audit status	08-09		09-10			
			10-11			
Develop Fact Sheets for alternative learning experiences including AP, credit by examination, credit for life experience, CLEP and SOC	08-09					
	09-10					
	10-11					
Develop on-line registration for developmental, probationary, and ESL students (implemented for developmental students)	08-09					
	09-10					
	10-11					
Work with ITS to develop online scheduling software for Academic Advising appointments	08-09					
	09-10					
	10-11					
Design a process for Guest students to receive acceptance acknowledgement via e-mail	08-09			09-10		
Design a self-service process that shows a student's enrollment profile ( <i>My Enrollment Profile</i> )	08-09			10-11		
	09-10					

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**Community College of Philadelphia  
Enrollment Management Plan  
2008-2012**

<i>Implementation Progress Report 2010-2011</i>	Progress Level					
	1	2	3	4	D	E
Implement Banner web admission application	08-09					
Develop and implement group web registration for new students	08-09					
Develop an on-line process for Guest students to request course waivers, submit required documentation, and complete registration	08-09					
Develop a process for Advisors and Counselors to remove Alternate Pin to allow students to web register	08-09					
Implement a debit card feature to allow students' financial funds to go directly to their accounts (one-card system)					08-09	
					09-10	
					10-11	
Develop and implement an enrollment services one-stop shop Internet site (CCPOne)					08-09	09-10
Develop and implement simplified, integrated INB Enrollment Services forms					08-09	09-10
Pre-determine course load based on program criteria, curriculum and student preferences based on program placement (course blocking schedule)					08-09	09-10
Utilize features of the new phone system to send reminder communications to students regarding testing, registration, financial aid, and payment deadlines	10-11				08-09	
					09-10	

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**Community College of Philadelphia  
Enrollment Management Plan  
Key Performance Indicators  
2010-11**

**I. Increase in New Student Headcount and Full-Time Equivalent (FTE)**

Year	Headcount	% Change from Previous Year	FTE	% Change from Previous Year
2007-08	9,414	-	6,121	-
2008-09	9,574	1.7% (+)	6,221	1.6% (+)
2009-10	10,389	8.5% (+)	6,934	11.5% (+)
2010-11	10,109	2.7% (-)	6,574	5.2% (-)

**II. Increase Student Retention Rate**

**Fall to Fall Persistence of First-Time Students**

Fall First-Time Student Cohort	# of First-Time Students	% of Cohort Returning in Following Fall
2007 to 2008	4,555	43
2008 to 2009	4,540	46
2009 to 2010	5,025	48
2010 to 2011	5,016	48

**III. Increase Graduation Rate**

**Degrees and Certificates Awarded\***

Year	# of Awards
2007	1,755
2008	1,963
**2009	2,119
2010	1,884
2011	1,885

**Unduplicated Count of Graduates**

Year	# of Graduates
2007	1,521
2008	1,565
**2009	1,757
2010	1,639
2011	1,700

\*Duplicated count of graduates since multiple degrees can be earned by a graduate

\*\*Includes 228 graduates awarded degrees and certificates identified from previous years

**IV. Improve Student Satisfaction^**

Categories	CCP Average^^		National Average^^	
	2008	2010	2008	2010
Admissions and Financial Aid	4.6	4.7	5.0	5.2
Campus Services	5.2	5.1	5.4	5.6
Registration Effectiveness	5.0	5.2	5.4	5.5
Student Centeredness	4.7	4.8	5.3	5.4
Campus Climate	4.9	5.0	5.4	5.6

^Noel-Levitz Student Satisfaction Survey results

^^Response scale ranges from 1 (not important/not satisfied at all) to a high of 7 (very important/very satisfied)

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, November 16, 2011 – 9:00 A.M.**

Present: Mr. Matthew Bergheiser (presiding); Ms. Varsovia Fernandez, Mr. Gil Wetzel, Mr. Jeremiah White, Jr. (*via* teleconference), Dr. Stephen M. Curtis, Mr. Gary Bixby, Dr. Thomas R. Hawk, Ms. Marsia Henley, and Mr. James P. Spiewak.

**AGENDA – PUBLIC SESSION**

**(1) 2011-12 Budget Update (Information Item):**

Staff provided an overview of the College's budget status for fiscal year 2011-12. Attachment A contains the report which was presented to the Committee. The overall projection for the budget has not changed significantly from the one which was approved by the Board at the June 2011 meeting. The approved budget included a planned use of carry-over funds equal to \$2.398 million. The current projected amount for the use of carry-over funds is \$2.385 million. To date, credit enrollments for the year are at the level which was budgeted. Summer II enrollments were 57 semester FTEs higher and fall enrollments were 83 FTEs lower than assumed in the budget. Non-credit enrollments for the fall 2011 term are 131 FTEs lower than assumed at the time the budget was prepared. The College received notice after the budget was approved that State funding for the ABE program would not be provided for the 2011-12 year and those enrollments were lost. Because non-credit FTEs do not contribute significant revenues to the College, the decline in non-credit FTEs does not have an impact on the College's financial position.

The largest change in the College's budget status from the approved budget resulted from the notice received by the College in October 2011 that the 2011-12 City allocation would be reduced by two percent or \$508,000. Federal funding received *via* the Perkins Vocational Education Program and indirect cost reimbursement is projected to be approximately \$100,000 less than assumed at the time the budget was prepared.

No significant changes in salary expenditures are currently projected. Mr. Spiewak stated that it was too early in the fiscal year to know whether the assumptions about the amount of salary dollars which would lapse due to temporarily-vacant positions was accurate or not. In the past several years, the actual amount of lapsed salary dollars has been greater than the amount that is currently projected for the 2012 fiscal year. A better feel for potential salary savings will be available at the time of the next budget status report to the Committee in February 2012. Overall, fringe benefits are projected to be \$452,064 less than projected. The primary factor associated with this change is in the healthcare area where Medco drug cost recoveries were significantly greater than anticipated. In addition, early claims experienced in the self-insured medical program have been lower than the actuarial assumptions made at the time the budget was developed. Facility operating expenses are currently projected to be \$185,000 greater than budgeted based upon the need to undertake critical repairs in

the areas of the Mint Courtyard roof, the Gym floor, the parking lot where sealing and striping was required, and sidewalk repairs which were damaged during the construction projects. Overall, operating expenditures are currently projected to be \$316,364 less than budgeted. Staff commented that it was too early in the budget year to make an estimate of projected residual savings which may occur at year end. Efforts will be sustained throughout the year to control expenditures and to attempt to reduce the use of carry-over funds below the level that is currently projected.

**(2) 2011 Financial Performance Indicators (Information Item):**

The annual financial performance indicators were developed in collaboration with the Business Affairs Committee several years ago to provide a snapshot of the College's current financial operating characteristics and to inform board decision making with respect to College finances. Attachment B contains the 2011 Performance Indicators. These indicators incorporate the financial results for the 2010-11 fiscal year and include preliminary projections for the current year. The College is meeting the targeted level of liquidity which ensures that the College is able to deal with unanticipated fluctuations in the timing of City and State funding, as well as meeting unusual expense requirements that might occur in a particular time period. As discussed with the Board on numerous occasions, the increasing value of the GASB 45 post-retirement healthcare benefit accrual is annually reducing the College's unrestricted fund balances. As of the end of the 2011 fiscal year, fund balances were at a level of \$9.4 million, or 7.79 percent of the budget. This is below the 15 percent target which was originally established by the Board of Trustees. Because of GASB 45, the close of the 2012 fiscal year will likely see the unrestricted fund balance decline to a level of approximately \$1 million. Both the College's short-term and long-term debt ratios are meeting targets set by the Board to prevent undesirable levels of short-term or long-term debt.

A major issue for the College is the increasing dependency of the College budget on student tuition and fee revenue. In fiscal year 2011, 57.3 percent of the College's total revenues came from student tuition and fee charges. In parallel to this increase, there has been a decrease in the percentage of the revenues coming from the City and the State. The growing dependence on student revenues is a concern for several reasons. Increasingly the College's financial stability is dependent upon achieving enrollment growth to generate additional student revenues. This is further complicated by the fact that a significant portion (over 50 percent) of the student tuition and fee revenue is paid *via* federal (Pell) and state (PHEAA) financial aid programs. This means that the College is vulnerable to shifts in aid program funding levels and to changes to eligibility criteria for federal and state financial aid programs. The Pell requirements with respect to academic progress have been made much more stringent for the 2011-12 fiscal year. It is expected that a higher percentage of current-year students will become ineligible for aid in the 2012-13 fiscal year based upon their failure to complete the Pell-required percentage of credits. In addition, financial aid opportunities for summer school students have been reduced. Even greater eligibility requirements are being proposed for the 2012-13 fiscal year as a part of the ongoing federal budget debates. Dr. Hawk noted that the significant changes in the Pell program are making it increasingly more difficult to undertake enrollment projections with confidence. He noted that the Student Affairs staff are very concerned that the College's enrollments

may shrink in summer 2012 and in the 2012-13 fiscal year based upon the changes which are taking place in the federal financial aid programs.

Figures VI and VII show tuition and fee charges in recent years, as well as cost per credit FTE information. Over the past five years, the average annual increase in tuition and fees has been 3.59 percent which compares favorably with other Pennsylvania community colleges and the four-year public and private colleges and universities. It was noted that throughout much of its history, tuition and fee charges at Community College of Philadelphia had been higher than is in place at other Pennsylvania community colleges. However, over the last few years, many of the other colleges are beginning to raise tuition and fees to levels which are approaching those charged by the College. The Committee discussed the fact that at a full-time cost per year of approximately \$4,000, the College was still a great bargain relative to four-year colleges and universities; and that this fact, coupled with the College's success in promoting successful student transfer, should be used to market the benefits of beginning a higher education experience at the College. Figure VII shows the total cost per credit FTE which, in the most recent year, was \$7,541. The cost is significantly below the national average for community colleges, which is \$10,000, and greatly below average expenditures per student for all U.S. higher education institutions.

Mr. White recommended that the financial information contained within the performance indicators be used as background information by the Board of Trustees at its upcoming Board Retreat. He emphasized the importance of the Board understanding the implications of the changing patterns of financial support that the College was undergoing, and to fully analyze their implications for the future operation of the College.

**(3) Contract Extension for the Completion of Construction Management Services for the Completion of the Bonnell, Mint and West (BMW) Building Renovations Project (Action Item):**

Discussion: The current Construction Management services contract for the Pavilion and Bonnell, Mint, and West Building construction and renovations will expire December 31, 2011. This contract is held with the Gilbane Construction Company. As a result, performance issues by the Architect (Burt, Hill) and the resulting need to divide the Main Campus Project into two parts, the Pavilion and BMW, the BMW component of the project is being completed later than originally assumed and additional construction management services will be required. The original target for the completion date was January 2012. The BMW project is now expected to be completed as of September 2012.

Proposals for construction management of the BMW project were solicited from two firms: Gilbane and Reynolds. Due to the complexity of the construction and the associated internal phasing issues, the College cannot bring in outside service providers who are not familiar with the project and expect them to be successful starting mid-term in the project. Gilbane, the current service provider, and Reynolds, who has done extensive consulting work on the BMW project, are both thoroughly knowledgeable and capable of completing the project without delays or additional start-up costs. Proposals

received were similar in amount: Gilbane - \$415,000; Reynolds - \$396,000. Despite the slightly higher projected cost, staff recommended retaining Gilbane as the construction manager. Gilbane will play an important role in supporting the College's financial claim against Burt, Hill. Because additional issues supporting the Burt, Hill claim are expected to occur in the final stages of the project, having Gilbane's first-hand knowledge and support for the veracity of the claim is in the College's best interest.

Mr. Bixby noted that the two proposals were "not to exceed" and that staff would manage the project to control the construction management costs as much as possible.

Action: Mr. Wetzel moved and Ms. Fernandez seconded the motion that the Committee recommend to the full Board that Gilbane serve as Construction Manager for the remaining BMW project construction period for a fee amount not to exceed \$415,000. The motion passed unanimously.

**(4) Update on Construction Projects (Information Item):**

Staff summarized progress to date on the current construction projects; provided a status report on the construction budgets; and presented an update on minority, women and disabled business owner participation in the College's construction projects.

Mr. Bixby reported that work is underway to complete the final components of the Pavilion Building punch list. A number of changes to the Culinary Arts kitchens were made over the fall term to address some mechanical and appliance issues that were not initially correct for the Culinary Arts kitchens. These issues have now all been resolved. The Bonnell, Mint and West Building (BMW) project is being completed in stages. The current completion schedule for all components of the project is targeted to be September 2012. A major milestone for the final phase of the BMW project will occur in two weeks when the structural steel for the Bonnell Building expansion will begin to be erected. The goal is to complete the enclosure in front of the Bonnell Building during the remainder of the current calendar year to avoid, as much as possible, exterior work during the extremely cold and icy conditions that typically occur in January and February.

Attachment C contains charts showing the current status of the project budgets for both the Northeast and Main Campus projects. In addition to the currently-projected expenditure levels, the original budget for the projects is shown as is the budget projection as of January 2011, the last time that an update on the project budgets was given to the Committee. With respect to revenues, there are no major changes in projected revenues from those presented to the Board in January 2011. Mr. Spiewak noted that interest earnings on bond proceeds have been minimal based upon the historically low short-term interest rates. A key change from the original budget is that the originally-projected use of \$5 million of College resources is now expected to not be necessary to complete the project. The amount of remaining dollars available for contingencies and landscaping is \$901,235.

The originally-approved budget for the Northeast Regional Center project was \$31.7 million. The final all-in project cost was \$31.4 million. However, included in the final expense totals, is a total renovation of the existing Northeast Building which under

the original project plan was scheduled to receive only minor changes. The last page of Attachment C contains a listing of the major changes that were made to the original building at the Northeast Regional Center that were not included in the original project plan. Among the major achievements in the existing building was the replacement of the HVAC systems with the new geothermal systems like those installed for the new building, ensuring that the original building as well as the new building will receive the ongoing operating cost efficiencies associated with a highly efficient geothermal system. The original roof was replaced, and longstanding exterior water penetrations in the walls and windows of the original building were addressed to eliminate any form of water penetration. Interior finishes throughout the existing building were totally redone.

The originally-approved budget for the Pavilion Building was for \$31.4 million. The final cost was \$31.3 million. While the original bids received for the Pavilion Building were lower than the final projections for the cost for the Pavilion Building, a large number of architectural design errors and site condition problems added significant costs to the amounts that were originally bid for the construction of the project. These project changes were reviewed and approved by the Board over the course of completing the Pavilion Building. In addition to the added costs within the scope of the original project, a number of enhancements that were not originally planned in the Pavilion budget were achieved. These included: renovation of two large tiered classrooms (W2-47 and W2-48); enhanced upgrades to the Bookstore area in both storage and HVAC systems; a significantly enhanced entrance to the West Building; and advanced AV and video systems for the Pavilion Building which will create state-of-the-art communications technology within the building.

The original cost that was projected for the BMW project was \$24.1 million. The current projected cost is \$19.0 million. Mr. Bixby emphasized that among the factors that were contributing to significantly lower costs for the BMW component of the project was significant value engineering which was undertaken with respect to the West Building projects. Originally, the architectural and construction management programs were scheduled to be relocated to the current Counseling Center on the second floor of the West Building. After a careful reconsideration of the design concepts, it was determined that the Counseling Center location was not adequate to meet the current program goals for the architecture and construction design programs, and this phase of the project was deleted from the scope. The current plan is that the architecture and construction design programs will remain on the fourth floor of the West Building, and renovation of their current space will be undertaken as a new capital project at a later date.

Attachment D includes a summary of the efforts which were taken to develop minority, women and disabled business owner participation in the construction projects, as well as the results to date that have been achieved. The first page of Attachment D includes a summary of the steps that were taken from the pre-bid part of the construction process through construction and project management. As shown in Attachment D, for the Northeast Project at the aggregate level the College's overall ownership goals were met. Minority and women ownership participation was below the targeted level, while disabled ownership exceeded the targeted level. Overall, 39

percent of the contract value awarded for the Northeast Project went to minority, women and disabled-ownership firms.

For the Pavilion Project, only 24 percent of the ownership dollars went to minority, women and disabled ownership firms. The College achieved its goal with respect to women-owned businesses and fell short with respect to minority businesses. Mr. Bixby explained that the failure to achieve the overall goals in the Pavilion Building came as a result of the performance of one large contractor who had submitted a plan which would have enabled the College to achieve its ownership goals. However, as the contractor began to award subcontracts, a number of the minority and women-owned sub-contractors who had been assumed to participate did not submit bids and other firms submitted bids so high that it became much more cost-effective for the prime contractor to undertake the work without sub-contracts. Mr. Bixby noted that the contractor had provided comprehensive documentation of effort which demonstrated the contractor was in full compliance with the College's contractual expectations.

Mr. Bixby noted that the results for the Pavilion Building were less successful despite the fact that 20 prime contractors had been used in the construction of the Pavilion Building with the expectation that by dividing the business into so many prime contractors, that several minority or women-owned firms would be successful in the bid process. Unfortunately, this turn out not to be the case, and all of the involvement for minority and women-owned firms resulted through the subcontract process.

The results for the BMW project have been extremely positive. To date, 47 percent of the contract values have gone to minority and women-owned businesses. The BMW results are more favorable because one of the nine prime contractors is a minority-owned firm. In addition, each of the primes has been able to achieve their sub-contracting participation goals.

Ms. Fernandez stated that the College's efforts to develop minority and women-owned businesses had been thoughtfully undertaken. She noted that all of the RFPs for the projects have been sent through the Latino, African-American and Asian Chambers of Commerce on a timely basis to ensure that the minority business owners were fully aware of the opportunities at the College. She noted that the College was to be commended for the balance it was achieving in minority and women-owned businesses. Often in major construction projects, participation is achieved by heavy reliance upon women-owned businesses as opposed to minority-owned businesses.

Mr. Bixby stated that based upon the projected participation level for the BMW project, it is expected that the overall results for the Main Campus project will be consistent with the original goals for participation that were set for the projects.



**(5) Next Meeting Date**

The next regularly scheduled meeting of the Committee is scheduled for Wednesday January 18, 2012 at 9:00 A.M. No meeting will be held in December.

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Attachments  
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**ATTACHMENT A**  
**2011-12 BUDGET UPDATE**

Community College of Philadelphia  
Enrollment Information (FTEs) for Fiscal Year 2011-2012

	<u>Actual FY 10-11</u>	<u>Budgeted FY 11-12</u>	<u>Actual FY 11-12</u>	<u>Actual FY 12 vs Actual FY 11</u>	<u>% Variance</u>	<u>Actual FY 12 vs Budgeted FY 12</u>	<u>% Variance</u>
<b><u>CREDIT</u></b>							
Summer 2	1,921	1,921	1,978	56	2.93%	57	2.95%
Fall	13,550	13,550	13,467	(83)	-0.61%	(83)	-0.61%
Spring	13,706	13,710					
Summer 1	3,005	3,000					
<b>Credit Year-to-date Totals - Annual FTEs</b>	<b>16,091</b>	<b>16,090</b>		<b>(13)</b>	<b>-0.17%</b>	<b>(13)</b>	<b>-0.17%</b>
<b><u>NONCREDIT</u></b>							
Summer 2	99	99	82	(17)	-17.17%	(17)	-17.17%
Fall	858	861	730	(128)	-14.92%	(131)	-15.21%
Spring	776	705					
Summer 1	295	265					
<b>Noncredit Year-to-date Totals - Annual FTEs</b>	<b>1,014</b>	<b>965</b>		<b>(73)</b>	<b>-7.15%</b>	<b>(74)</b>	<b>-7.67%</b>

**Community College of Philadelphia  
Operating Budget Projections  
as of November 16, 2011**

	<u>Original Budget</u>	<u>November, 2011 Projection</u>	<u>Change</u>
<b><u>REVENUES</u></b>			
Student Tuition and Fees	\$73,634,082	\$73,648,318	\$14,236
Commonwealth of Pennsylvania	28,251,906	28,251,906	0
City of Philadelphia	17,796,985	17,579,358	(217,627)
Other Income	<u>1,938,666</u>	<u>1,838,166</u>	<u>(100,500)</u>
<b>TOTAL REVENUES</b>	<b>\$121,621,639</b>	<b>\$121,317,748</b>	<b>(\$303,891)</b>
<b><u>EXPENSES</u></b>			
Salaries, net of Lapsed Funds	\$73,839,803	\$73,839,803	\$0
Fringe Benefits	30,552,426	30,100,362	(452,064)
Other Expenses	19,492,124	19,627,824	135,700
Student Financial Aid	<u>135,000</u>	<u>135,000</u>	<u>0</u>
<b>TOTAL EXPENSES</b>	<b>\$124,019,353</b>	<b>\$123,702,989</b>	<b>(\$316,364)</b>
<b>OPERATING BUDGET STATUS prior to recording the \$5,928,516 GASB 45 post-retirement expense accrual.</b>	<b><u>(\$2,397,714)</u></b>	<b><u>(\$2,385,241)</u></b>	<b><u>\$12,473</u></b>

**Community College of Philadelphia  
Operating Budget Projection  
as of November 16, 2011**

	<u>Original Budget</u>	<u>November, 2011 Projection</u>	<u>Change</u>
<b><u>OPERATING REVENUES</u></b>			
State Funding	\$28,036,906	\$28,036,906	\$0
State Lease funding	215,000	215,000	0
<b>Total State Revenues</b>	<b>28,251,906</b>	<b>28,251,906</b>	<b>0</b>
Tuition - Credit Students	59,777,182	59,698,718	(78,464)
Technology Fee	11,197,800	11,189,000	(8,800)
Net Contribution from: Contracted Noncredit Instruction; Other Noncredit Instruction; Adult Community Noncredit Instruction	702,000	702,000	0
Course Fees	3,417,000	3,492,000	75,000
Student Regulatory Fees	886,800	847,000	(39,800)
Tuition Adjustments - Student Receivable Write-offs, Collection Costs, Credit Card Costs & Senior Citizen Discount	(2,346,700)	(2,280,400)	66,300
<b>Total Student Tuition &amp; Fees</b>	<b>73,634,082</b>	<b>73,648,318</b>	<b>14,236</b>
<b>City Operating Funds</b>	<b>17,796,985</b>	<b>17,579,358</b>	<b>(217,627)</b>
			Reflects anticipated reduction in City appropriation of \$508,000 offset by reduced capital spending and debt service on SPSBA 2011 loan.
Investment Income	780,000	780,000	0
Vocational Education Funding	250,500	200,000	(50,500)
Indirect Costs, Administrative Allowances	350,000	300,000	(50,000)
Parking Proceeds & Miscellaneous Income	558,166	558,166	0
<b>Total Other Income</b>	<b>1,938,666</b>	<b>1,838,166</b>	<b>(100,500)</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$121,621,639</b>	<b>\$121,317,748</b>	<b>(\$303,891)</b>

**Community College of Philadelphia  
Operating Budget Projection  
as of November 16, 2011**

	<u>Original Budget</u>	<u>November 2011 Projection</u>	<u>Change</u>
<b><u>OPERATING EXPENSES</u></b>			
<b><u>Salaries</u></b>			
Full-Time Administrative Salaries	15,249,995	15,249,995	
Less: Projected Lapsed Salaries	(800,000)	(800,000)	
Net Full-Time Administrative Salaries	14,449,995	14,449,995	0
Full-Time Faculty Salaries	28,927,371	28,927,371	
Less: Projected Lapsed Salaries	(200,000)	(200,000)	
Net Full-Time Faculty Salaries	28,727,371	28,727,371	0
Full-Time Classified Salaries	10,670,207	10,670,207	
Less: Projected Lapsed Salaries	(600,000)	(600,000)	
Net Full-Time Classified Salaries	10,070,207	10,070,207	0
<b>Subtotal - Full-Time Salaries</b>	<b>53,247,573</b>	<b>53,247,573</b>	<b>0</b>
Part-Time & Overload Credit Salaries	11,086,985	11,086,985	0
Summer Credit Instruction	4,254,934	4,254,934	0
Part-Time & Overload Non-Credit Salaries	395,859	395,859	0
All Other Salaries	4,404,452	4,404,452	0
Early Retirement Incentive Payments	450,000	450,000	0
<b>Subtotal - Other than Full-Time Salaries</b>	<b>20,592,230</b>	<b>20,592,230</b>	<b>0</b>
<b>Total Salaries</b>	<b>73,839,803</b>	<b>73,839,803</b>	<b>0</b>
<b><u>Fringe Benefits</u></b>			
Medical Program	19,871,042	19,185,042	(686,000)
Retirement	5,537,075	5,675,000	137,925
FICA	2,844,433	3,000,000	155,567
Tuition Remission	635,166	675,000	39,834
Group Life	372,000	340,429	(31,571)
Unemployment Compensation	377,654	347,654	(30,000)
Workers' Compensation	320,468	346,625	26,157
Unused Vacation	225,138	200,138	(25,000)
Disability Premium	282,000	243,024	(38,976)
Forgivable Education Loan	87,450	87,450	0
<b>Total Fringe Benefits</b>	<b>30,552,426</b>	<b>30,100,362</b>	<b>(452,064)</b>

**Community College of Philadelphia  
Operating Budget Projection  
as of November 16, 2011**

	<u>Original Budget</u>	<u>November 2011 Projection</u>	<u>Change</u>
<b>Facility Expenses</b>			
Utilities	2,602,706	2,602,706	0
Contracted Security	1,237,000	1,237,000	0
Contracted Cleaning	1,211,011	1,211,011	0
All Other Facility Expenses	1,723,865	1,908,865	185,000
			Increase related to required major repairs: Mint Courtyard roof, Gym floor, parking lot sealing and sidewalk.
<b>Total Facility Expenses</b>	<b>6,774,582</b>	<b>6,959,582</b>	<b>185,000</b>
<b>All Other Expenses</b>			
Leased Equipment & Software	4,176,920	4,131,920	(45,000)
Catalogs and Advertising	1,360,201	1,360,201	0
Supplies-Pool	1,329,116	1,329,116	0
Contracted Services	1,006,034	1,006,034	0
Consultant	752,300	752,300	0
Maintenance & Repairs	637,511	637,511	0
Postage	540,150	500,150	(40,000)
Insurance	559,950	595,650	35,700
			Insurance costs higher than budgeted.
Legal Fees	200,000	200,000	0
Other Expenses	2,155,360	2,155,360	0
<b>Total All Other Expenses</b>	<b>12,717,542</b>	<b>12,668,242</b>	<b>(49,300)</b>
<b>King Scholarship</b>	<b>135,000</b>	<b>135,000</b>	<b>0</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$124,019,353</b>	<b>\$123,702,989</b>	<b>(\$316,364)</b>
<b>OPERATING BUDGET STATUS prior to recording the \$5,928,516 GASB 45 post-retirement expense accrual.</b>	<b><u>(\$2,397,714)</u></b>	<b><u>(\$2,385,241)</u></b>	<b><u>\$12,473</u></b>

# **ATTACHMENT B**

## **2011 FINANCIAL PERFORMANCE INDICATORS**



## CCP FINANCIAL PERFORMANCE MEASURES

NOVEMBER, 2011

### FIGURE I

#### Average Monthly Operating Fund Cash and Investment Assets as a Percentage of Final Operating Budget Expense

	<u>Average Monthly Amount of Operating Cash and Investments</u>	<u>% of Budget</u>
2004-05	\$25,328,414	26.8%
2005-06	\$28,909,469	30.4%
2006-07	\$33,923,655	34.6%
2007-08	\$40,065,045	39.1%
2008-09	\$42,902,426	40.1%
2009-10	\$45,390,373	40.4%
2010-11	\$48,696,232	40.6%

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Comment: An upward positive trend is indicative of improved liquidity and the ability to withstand short-term fluctuations in revenue receipts.

Target: 25% (coverage for 3 months of operations) or higher.

Current Status: The purchase of the 15<sup>th</sup> and Hamilton Street property in the amount of \$5.8 million in the second half of the 2010-11 fiscal year reduced the College's liquidity. Recent tightening of federal cash drawn down procedures for federal student financial aid dollars has delayed College access to these funds. Current projections are that the College's liquidity position will not change greatly from the average levels held for the 2010-11 year.

**FIGURE 11**  
**Unrestricted Reserves Including Quasi Endowment Funds**  
**as Percent of Operating Budget.**

<b>Fiscal Year</b>	<b>Unrestricted Reserves Including Quasi-Endowment Funds</b>	<b>Operating Budget</b>	<b>Reserves as a Percent of Budget</b>
2004-05	\$9,692,958	\$94,728,456	10.23%
2005-06	\$11,682,218	\$95,054,502	12.29%
2006-07	\$17,051,787	\$98,088,111	17.38%
2007-08 with GASB 45	\$17,154,757	\$102,513,725	16.73%
2008-09 with GASB 45	\$14,553,315	\$106,942,052	13.61%
2009-10 with GASB 45	\$14,588,450	\$112,444,701	12.97%
2010-11 with GASB 45	\$9,352,894	\$120,084,822	7.79%

**Comment:** Growth of unrestricted reserves provides a resource to ensure stability in College operations in a year of under-funding, as well as provides potential resources for one-time needs not fundable out of current-year budget resources. The GASB 45 post-retirement benefit accrual reduces the amount of unrestricted reserves but has no impact on the College's cash position.

**Target:** At the end of fiscal 2006, the Board set a target to maintain unrestricted reserves at a level equal to 15% of the operating budget (prior to impact of GASB 45). The impact of GASB 45 has been to reduce the reported level of reserves below the target level.

**Current Status:** The 2011-12 fiscal year is projected to end with a required use of prior year carry-over funds. However, as it did in fiscal years 2008 through 2011, the accrued post-retirement liability will again result in a reported reserve level that is below 15% of the operating budget level.

### FIGURE III

#### Current Asset to Current Liability Ratio

	<u>As Reported in Financial Statements</u>	<u>Including the Value of Liquid Long-Term Investments</u>
2004-05	1.22	1.22
2005-06	1.29	1.29
2006-07	1.57	1.57
2007-08	1.47	1.65
2008-09	1.54	1.70
2009-10	1.50	1.65
2010-11	1.11	1.66

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**Comment:** A positive trend in this ratio is indicative of a growing capacity to handle current debt obligations. The 2011 ratio was reduced by the movement of some cash to liquid long-term investments. An additional \$10,000,000 of core cash was invested in longer-term (non-current) fixed-income investments in 2010-11. Without this investment shift, the College's current ratio would have been 1.66. Because the longer-term fixed-income investments can be liquidated without penalty, the current investment strategy did not create any significant operational risk for the College. The above chart shows the current ratio without and with the inclusion of liquid long-term investments.

**Target:** Ratio: 1.2 or higher

**Current Status:** No major change in this ratio will occur during the 2011-12 year.

## FIGURE IV

### Total Debt Payments Made Using City Dollars as a Percentage of Unrestricted Operating Revenue

	<u>Total Debt Payments Made from City Dollars</u>	<u>Debt Payments Made from City Dollars as Percent of Total Operating Revenue</u>
2004-05	\$3,378,206	3.56%
2005-06	\$3,378,259	3.46%
2006-07	\$3,469,762	3.37%
2007-08	\$3,848,690	3.57%
2008-09	\$6,819,821	6.25%
2009-10	\$6,183,563	5.20%
2010-11	\$6,471,559	5.32%

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**Comment:** The portion of the College debt paid by the State is funded separately by the State and, as a result, growth in State-funded debt does not impact on the College's operating revenues. However, debt payments made using City revenues directly impact on dollars which are available for College operating purposes. A decline in the percentage of revenues required for debt payments is a positive indication of financial flexibility.

**Target:** The accepted standard for private colleges and universities is to keep this ratio below 7%.

**Current Status:** Debt payments will remain relatively constant through fiscal year 2014 at which point the debt issued in 1999 will have been retired.

**FIGURE V**  
**Revenue Dispersion - Operating Revenues by Source**

<b>Operating Revenue by Source</b>	<b>FY 08-09</b>	<b>% of Total</b>	<b>FY 09-10</b>	<b>% of Total</b>	<b>FY 10-11</b>	<b>% of Total</b>
State Appropriation	31,218,045		31,368,722		31,152,104	
State Lease Appropriation	217,434		225,674		191,123	
<b>TOTAL STATE</b>	<b>31,495,479</b>	<b>28.85%</b>	<b>31,594,396</b>	<b>26.62%</b>	<b>31,343,227</b>	<b>25.78%</b>
City Operating Appropriation	19,380,266	17.75%	19,073,934	16.07%	18,091,851	14.88%
Student Tuition & Course-related Fees	56,079,737		64,327,916		68,811,100	
Student Regulatory Fees	984,209		979,620		899,739	
<b>TOTAL STUDENT</b>	<b>57,063,946</b>	<b>52.27%</b>	<b>65,307,563</b>	<b>55.02%</b>	<b>69,701,839</b>	<b>57.32%</b>
Investment Income	178,425	0.16%	1,587,209	1.33%	700,181	0.58%
Other	1,060,133	0.97%	1,135,227	0.96%	1,753,815	1.44%

**Comment:** The value reported for FY 2010 and 2011 State funding includes the amount provided by the State out of federal stimulus funds, \$2,844,299. These funds were not replaced for the 2012 year by the State when federal stimulus funding expired. As a result, FY 2012 State funding is projected to be \$3.1 million less than received in FY 2011. The City operating appropriation value represents dollars remaining from the total City allocation after all City capital obligations are met. Investment income was significantly higher in fiscal year 2010 based upon the increase in fixed-income rates and fixed-income unit values which occurred as a result of market recovery during the fiscal year. Interest rates were stable in 2011 and, as a result, significant unit value appreciation did not occur. Revenue dispersion, lack of overdependence on one revenue source, is viewed as an important indicator of financial stability. The growth in College dependence on student revenues, and indirectly on State and Federal Student aid programs, is a potential concern.

**Target:** To reduce dependence on student revenues over time.

**Current Status:** On a percentage basis, State funding will be lower in fiscal 2012 and will provide an estimated 23.3 percent of operating revenues. In October 2011, the City administration informed the College that it will receive \$.51 million less in fiscal 2012 than in fiscal 2011. After this reduction, the City will provide an estimated 14.3 percent of operating revenues. The current realities of City and State revenue receipts are likely to require a greater dependency on tuition and fee revenue for at least the next several years, if not permanently.

**FIGURE VI**

**Tuition and Fee Changes**

	<u>2006-07<sup>(3)</sup></u>	<u>2007-08<sup>(3)</sup></u>	<u>2008-09<sup>(3)</sup></u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Tuition <sup>(1)</sup>	\$112	\$115	\$115	\$122	\$128	\$138
General College Fee	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per. cr. hr.	\$4.00 per cr. hr.
Technology Fee	\$26.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per. cr. hr.	\$28.00 per cr. hr.
Average Course Fee	\$6.48 per cr. hr.	\$6.65 per cr. hr.	\$6.53 per cr. hr.	\$6.39 per cr. hr.	\$6.31 per. cr. hr.	\$7.15 per. cr. hr.
Average Total Annual Costs for Full-time Study <sup>(2)</sup>	\$3,564	\$3,688	\$3,685	\$3,849	\$3,991	\$4,252

Source: The College.

- (1) Per credit hour for Philadelphia residents. Other Pennsylvania residents pay double tuition and out-of-state students pay triple tuition.
- (2) Assumes 12 credit hours plus student activity, technology fees per semester, and average course fees.
- (3) The College charges course fees in high cost course areas such as allied health and laboratory sciences. Course fees range from \$75 to \$300 per course.

**Comment:** Course fees are charged for in disciplines where instructional delivery costs are above average based upon factors such as class size constraints, faculty workloads, and instructional materials costs. As a result, full-time student charges vary by program of study. The lowest possible charge for a full-time student in the 2011-12 fiscal year is \$4,080. Over the past five years, the average annual increase in tuition and fees has been 3.59%.

**Target:** To keep tuition and fee increases per year at the lowest possible level.

**Current Status:** Tuition and fee charges for the 2012-13 year cannot currently be predicted.

**FIGURE VII**

**Total Credit Enrollments and Cost Per FTE Credit Student**

	<u>Total Credit FTEs</u>	<u>Percent Increase/Decrease in Enrollment</u>	<u>Cost Per FTE Credit Student</u>	<u>Percent Increase/Decrease<sup>(1)</sup> in Cost Per FTE</u>	<u>Philadelphia All Urban CPI Increase</u>
2004-05	15,294		\$5,808		
2005-06	13,629	-10.9%	\$6,668	14.8%	4.1%
2006-07	13,569	-.4%	\$7,020	5.3%	3.9%
2007-08 <sup>(1)</sup>	13,942	2.8%	\$7,486	6.6%	2.4%
2008-09 <sup>(1)</sup>	14,208	1.9%	\$7,563	1.0%	3.2%
2009-10 <sup>(1)</sup>	15,808	11.3%	\$7,191	-5.0%	-0.2%
2010-11 <sup>(1)</sup>	16,091	1.8%	\$7,541	4.9%	1.9%

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(1) Includes the impact of GASB 45 post-retirement expense accrual.

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**Comment:** FTE credit enrollments were at the highest level in the College's history for fiscal 2011. However, the 2011 fiscal year percentage increase in the College's operating budget was greater than the percentage increase in the College's enrollments resulting in a 4.9% increase in the average cost per credit FTE. Beginning in fiscal 2008, the cost per student includes the impact of the GASB 45 post-retirement expense accrual. This accrued expense added \$375 to the cost per credit FTE student in fiscal 2011.

**Target:** To keep percent increase in cost per credit FTE at or below the Philadelphia Consumer Price Index increase.

**Current Status:** A projection of stable enrollments, coupled with continuing restraints on College expenditures, will result in a small increase in cost per student for the 2011-12 year.

**FIGURE VIII**

**Average Annual Salary and  
Annual Percentage Increase in Average Salary**

	<u>Fall 2007</u>	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>
<b>Faculty and Lab Aides</b>					
Average Salary	\$62,144	\$63,408	\$65,381	\$67,266	\$66,236
Percent Increase	+2.4%	+2.0%	+3.1%	+2.9%	-1.5%
<b>Administrators</b>					
Average Salary	\$69,450	\$70,863	\$71,910	\$74,652	\$75,744
Percent Increase	+1.4%	+2.0%	+1.5%	+3.8%	+1.5%
<b>Classified and Confidential</b>					
Average Salary	\$37,866	\$38,936	\$39,553	\$41,307	\$40,944
Percent Increase	+2.7%	+2.8%	+1.6%	+4.4%	-.9%

**Comment:** Data for each year are points-in-time values as of the middle of the fall term based upon all filled positions as of that date. Vacant positions and associated salaries are not included in the computation.

**Target:** All faculty and classified employees' salaries are set by collective bargaining agreements. The most recent five year employee contracts expired on August 31, 2011. The five year contract provides for average annual salary increases of 3.62% for full-time employees over the life of the contract. However, through the opportunities provided by employee turnover and retirement, the goal has been to keep overall average salary increases below the 3.62% increase for continuing employees over the five year contract period.

**Current Status:** The fall 2011 salaries are based upon the circumstance that no College employee has received a salary increase for the 2011-12 year. As a result, turnover of existing staff resulted in a decline in average salaries for both faculty and classified/confidential employees. Some previously-vacant high-graded administrative positions were filled for the fall, 2011 term. This resulted in the modest increase in average administrative salaries.



**ATTACHMENT C**  
**STATUS REPORT ON CONSTRUCTION BUDGETS**  
**AS OF NOVEMBER 2011**

11/1/2011

**SUMMARY REVENUE & EXPENSES - COMBINED CONSTRUCTION BUDGETS**

	<b>Total Project Original Budget</b>	<b>Total Project Budget as of January, 2011</b>	<b>Total Project Budget as of November, 2011</b>
NERC	31,649,627	30,878,680	31,388,681
Pavilion	31,382,235	30,472,304	31,291,792
BMW	24,120,138	19,491,792	19,011,866
Total Projected Costs -- All Project Components	87,152,000	80,842,776	81,692,339
Funding Sources			
Bond Proceeds	74,000,000	74,000,000	74,000,000
Bond Proceeds Interest Earnings	1,699,781	1,102,795	1,082,765
Projected Use of College Resources	5,000,000		
Remaining Proceeds from 1809 Sale	374,724	510,809	510,809
Capital Campaign Proceeds			
Barnes and Noble	1,000,000	1,000,000	1,000,000
EDA Grant	1,641,473	1,641,473	1,641,473
Federal SBA Grant	282,000	282,000	282,000
State Redevelopment Grant	1,000,000	1,000,000	1,000,000
Other Capital Campaign Proceeds	<u>3,076,527</u>	<u>3,076,527</u>	<u>3,076,527</u>
Total -- Capital Campaign	7,000,000	7,000,000	7,000,000
Total Revenues Used	88,074,505	82,613,604	82,593,574
<b>Dollars Reserved for Landscaping, External Signage and Contingency</b>	<b>922,505</b>	<b>1,770,828</b>	<b>901,235</b>

Projected Costs -- Northeast Regional Center	NERC ORIGINAL BUDGET	NERC as of January, 2011 - New Building	NERC as of January, 2011 - Existing Building Renovations	NERC as of November, 2011 - New Building	NERC as of November, 2011 - Existing Building Renovations	Combined Costs
General Trades	\$7,789,104	6,538,826	1,163,482	6,561,254	1,163,482	7,724,736
Site Work	1,611,712	1,421,008		1,421,750		1,421,750
Structural Steel	1,223,000	990,207		995,807		995,807
Roofing	390,000	518,327	264,000	532,634	264,000	796,634
Aluminum, Glass	1,693,000	1,275,802		1,282,463		1,282,463
Food Service	392,000	350,349		350,349		350,349
Plumbing	1,177,284	1,131,248	22,136	1,252,538	22,136	1,274,674
Fire Protection	442,000	293,415	129,089	293,415	129,089	422,504
EDA HVAC Package	6,889,451	6,454,795		6,579,383		6,579,383
Electrical	3,003,000	3,474,017	634,491	3,659,673	634,491	4,294,164
Security Systems	1,000,000	377,198		377,198		377,198
Architect	1,460,145	1,998,527	21,000	1,998,527	21,000	2,019,527
Construction Manager	910,250	1,146,113		1,146,113		1,146,113
Public Art	207,182	135,405		135,405		135,405
Independent Testing	414,365	35,077		35,340		35,340
Commissioning	335,000	150,000		150,000		150,000
Professional Fees	100,000	43,448		43,448		43,448
Early Costs-Program Development	113,512	149,859		121,669		121,669
Other Costs		45,160		95,560		95,560
Contingency	<u>398,622</u>	-	<u>100,000</u>			-
<b>Construction</b>	<b>29,549,627</b>	<b>26,528,782</b>	<b>2,334,198</b>	<b>27,032,525</b>	<b>2,234,198</b>	<b>29,266,723</b>
Outfitting	<u>2,100,000</u>	<u>2,015,700</u>	<u>200,000</u>	<u>2,121,958</u>	<u>200,000</u>	<u>2,321,958</u>
<b>Total</b>	<b>\$31,649,627</b>	<b>\$28,544,482</b>	<b>\$2,534,198</b>	<b>\$29,154,483</b>	<b>\$2,434,198</b>	<b>31,588,681</b>
<b>Projected Recoveries</b>		<b><u>-\$200,000</u></b>	<b>-</b>	<b><u>-\$200,000</u></b>	<b>-</b>	<b><u>-\$200,000</u></b>
<b>Net Project Costs</b>		<b>\$28,344,482</b>	<b>\$2,534,198</b>	<b>\$28,954,483</b>	<b>\$2,434,198</b>	<b>\$31,388,681</b>

11/01/11

Projected Costs -- Pavilion Building	Pavilion	Pavilion	Pavilion
	Building ORIGINAL BUDGET	Building as of January 2011	Building as of November 2011
Site work	1,737,755	2,366,030	2,263,235
Drilled Piers	690,000	609,498	609,498
Concrete	955,800	1,186,245	1,123,178
Masonry	133,650	289,190	344,207
Steel	2,049,800	1,639,025	1,633,462
Miscellaneous Metals	418,000	428,968	568,786
Millwork	140,400	358,716	354,898
Metal Panels	1,076,291	943,840	1,020,524
Roofing	869,430	669,642	678,345
Glazing/Curtain wall	1,467,413	812,774	834,297
General Trades	2,443,000	3,194,686	3,302,820
Painting	114,589	108,155	115,857
Flooring	294,300	336,332	367,268
Ceramic Tile	141,450	157,740	157,294
Kitchen Equipment	1,875,000	1,610,726	1,676,986
Elevators	405,000	725,000	746,922
Mechanical Piping	1,965,814	1,735,543	1,814,154
Plumbing	1,149,850	1,302,454	1,402,555
Sheet metal	1,235,000	1,061,778	1,125,754
Fire Protection	322,000	316,001	298,956
Electrical	2,317,193	2,789,408	3,129,660
Security and Access Systems	600,000	61,968	61,698
Subtotal	22,401,735	22,703,719	23,630,354
Architect	3,200,000	3,272,000	3,272,000
Construction Manager	2,250,000	2,650,000	2,650,000
Public Art	450,000	156,700	156,700
Independent Testing Services	150,000	225,000	250,000
Commissioning	225,000	175,000	175,000
Other Professional Fees	200,000	221,115	225,000
Early Costs - Program Development	5,500	317,326	312,442
Other (permits, utility service, misc.)		184,676	193,969
Utility Relocation	600,000	716,768	688,022
Contingency	900,000	-	35,000
Construction	30,382,235	30,622,304	31,588,487
Outfitting	1,000,000	1,000,000	678,305
Total	\$31,382,235	\$31,622,304	\$32,266,792
Projected Recoveries		-\$1,150,000	-\$975,000
Net Project Costs		\$30,472,304	\$31,291,792

11/1/2011

Projected Costs -- Bonnell/Mint/West Renovations	BMW Renovations ORIGINAL BUDGET	BMW Renovations as of January 2011	BMW Renovations as of November 2011
Site work/Landscaping	694,901	779,593	117,192
Drilled Piers	147,000		596,100
Steel	202,000		
Miscellaneous Metals	1,052,000	838,156	748,697
Metal Panels	1,902,761	1,498,793	1,463,000
General Trades	7,542,292	5,373,838	5,317,578
Painting	408,000	308,750	225,747
Elevators	700,000	300,000	265,724
Mechanical Piping	3,500,000	3,331,293	3,143,569
Plumbing	728,621	508,677	502,877
Sheet metal			
Fire Protection	690,798	672,806	568,774
Electrical	2,651,616	3,326,384	3,128,494
Security and Access Systems	400,000	78,114	78,114
Existing Floor Abatement		175,000	250,000
Independent Testing Services	225,000	125,000	75,000
Commissioning			
Other Professional Fees	150,000	100,000	75,000
Early Costs - Program Development			
Other (Additional Permits, gas lines)			
Utility Relocation			
Contingency	625,149	175,388	100,000
<b>Construction</b>	<b>21,620,138</b>	<b>17,591,792</b>	<b>16,655,866</b>
Construction Administration - Jan - Aug 2012			546,000
Architect - Landscaping			110,000
Outfitting	2,500,000	2,500,000	2,300,000
<b>Total</b>	<b>\$24,120,138</b>	<b>\$20,091,792</b>	<b>\$19,611,866</b>
<b>Projected Recoveries</b>		<b>-\$600,000</b>	<b>-\$600,000</b>
<b>Net Project Costs</b>		<b>\$19,491,792</b>	<b>\$19,011,866</b>

## Significant ADDITIONAL Project Accomplishments within original budget

### Northeast Regional Center

- Addition of Emergency Generator
- Addition of Major uninterruptable power supply for redundant server room
- Addition of enhanced classroom technology (Smart integrated podium / screen / projector / lighting)
- Addition of integrated video surveillance system
- Advanced security access control (CBORD)
- Original Building upgrades / renovations:
  - Replace HVAC to geothermal heat pumps
  - Complete replacement of the building roof
  - Repair of every window installation (from original construction)
  - Replace flooring throughout
  - Remodeled All restrooms w/ upgrades
  - Replaced lighting throughout
  - Redefined space for Computer forensics and IT
  - Added storage area for computer classroom

### Pavilion

- Relocation of MAJOR underground utilities
  - PECO primary service
  - PECO infrastructure to and from substation
  - Verizon copper and fiber communications
  - Redefined routing “Under building” – modified caisson patterns
- Renovation of W2-47 and W2-48
- Enhanced Bookstore storage area w/expansion
- Upgrade to Bookstore HVAC system
- Enhanced lobby entrance to West building
- Addition of Advanced A/V systems and video systems

# **ATTACHMENT D**

**SUMMARY OF EFFORTS TAKEN  
AND RESULTS TO DATE  
WITH RESPECT TO ACHIEVING  
MINORITY, WOMEN AND DISABLED BUSINESS OWNER  
PARTICIPATION IN THE CONSTRUCTION PROJECTS**

## Development of Construction EOP Effort

### Pre-Bid efforts

- Organized and held Minority Vendor Fairs directed to MBE contractors
- Established Equal Opportunity Plan template and goals in conjunction with the City of Philadelphia's Office of Economic Opportunity (formerly MBEC)
- Conducted planning sessions with construction management teams
- Data sharing meetings with Hispanic, Asian and African-American Chambers of Philadelphia to maximize MBE / WBE and DBE involvement
- Lessons learned meetings with Convention Center Construction Manager, Project Manager and construction executives
- Strategy planning with the Greater Philadelphia Urban Affairs Council
- Conducted seminar for minority firms and Chambers to help overcome bonding issues
- Met with AFL-CIO Trades Union to discuss participation from within the ranks for both City and minority selection
- Developed and documented plans for compliance procedures for Architect, Construction Managers, Contractors and CCP Facilities Department
- Directed Architects to design for maximum participation for minority firms.
- Scopes and specification written to limit the size of effort so that smaller minority firms could participate in bidding and production.
- Forty-one bid packages developed for the two major projects.
- CCP Equal Opportunity Plan was attached to each Request for Proposal and subsequent contracts

### (3) Construction MBE/WBE monitoring

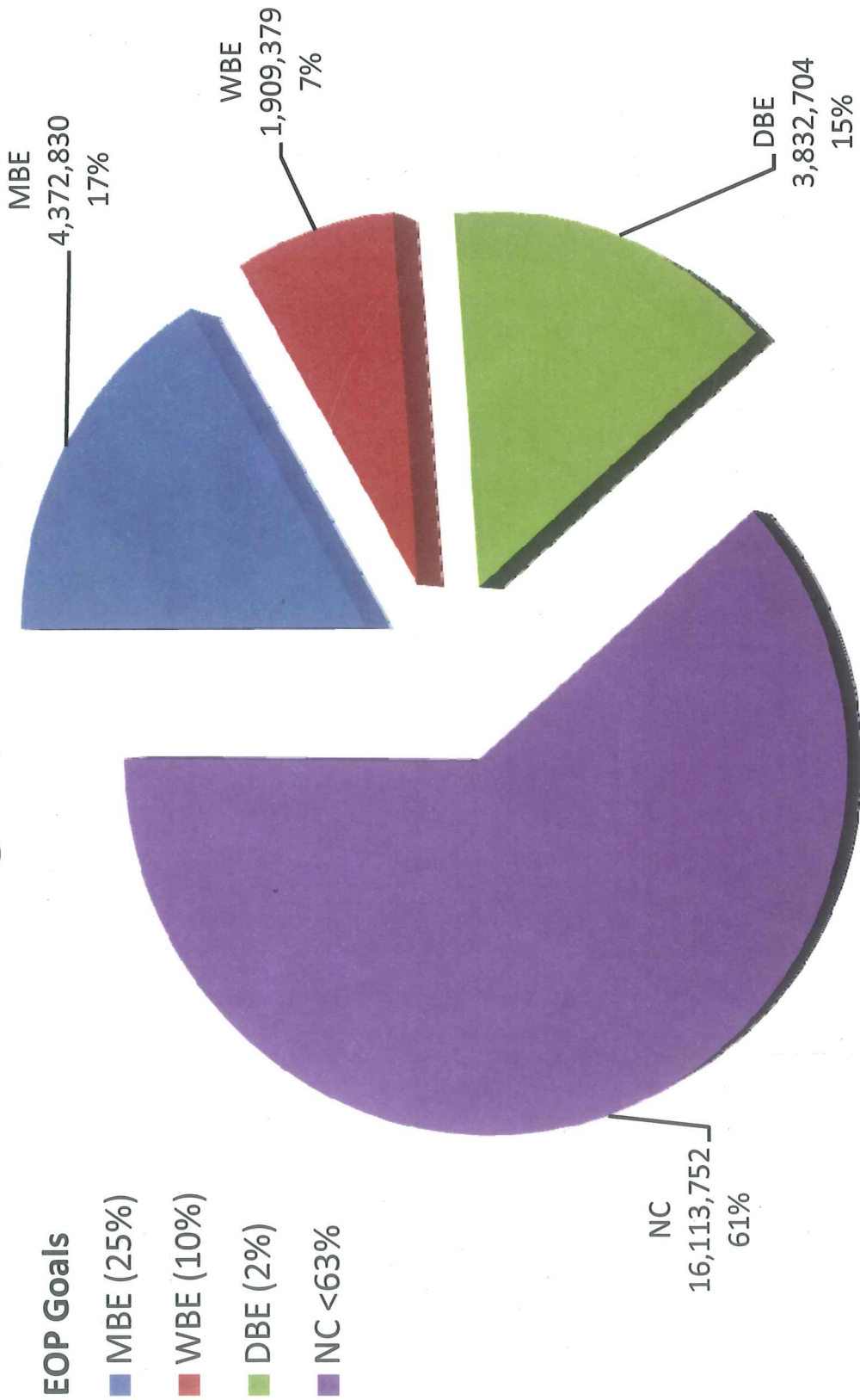
- Conducted pre-construction "EOP kick-off" meeting to introduce minority sub-contractors to prime contractors.
- Collect / assemble reports of daily workforce demographics
- Collect / assemble reports in comparison to the goals established above
- Identify contractors who are not meeting the goals and develop corrective measures where possible
- Monitor labor unions for participation in the project. Meet with Business agents to develop corrective measures as agreed to above.
- Establish review meetings with prime contractors to review their individual EOP goals and progress

### Contract requirements

- Documented meaningful, measurable and verifiable efforts to achieve EOP goals.
- Within 15 days after award, the contractor is to deliver their comprehensive EOP to CCP
- Within 30 days after award of contract, the contractor is required to submit demographic details of the intended workforce to be used on site of the project.
- Within 30 days after award of contract, the contractor is to report on all efforts expended and pending to comply with the goals as identified above. CCP approval must be given prior to commencement of contract efforts.
- Once the project begins, the contractor is to supply all the contractually required information about ownership and workforce demographics to CCP or the Construction Manager. Failure to submit required information could be considered as default on the contract with potential termination.

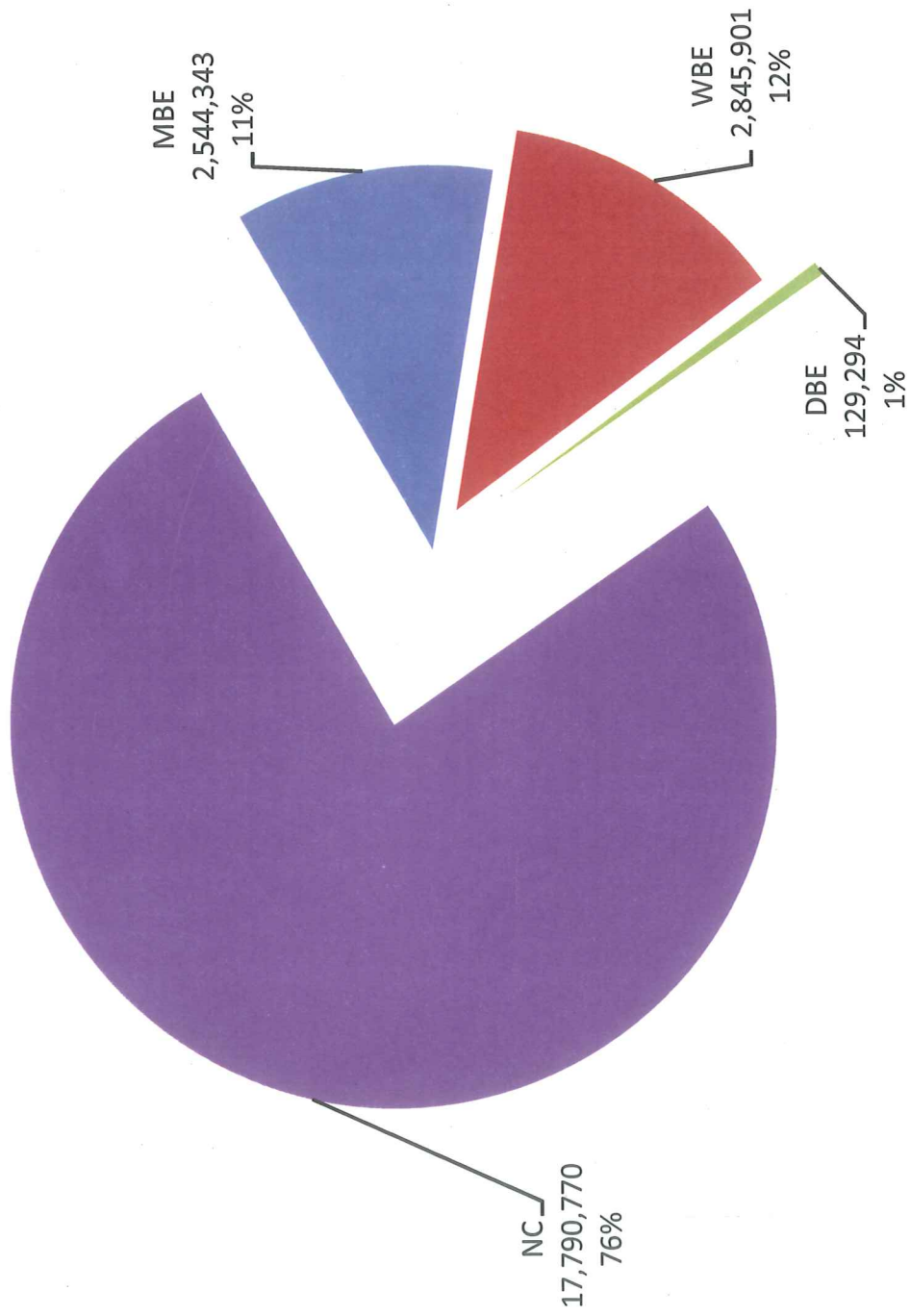


# Northeast Regional Ownership EOP Actual



# Pavilion Ownership FINAL EOP Actual

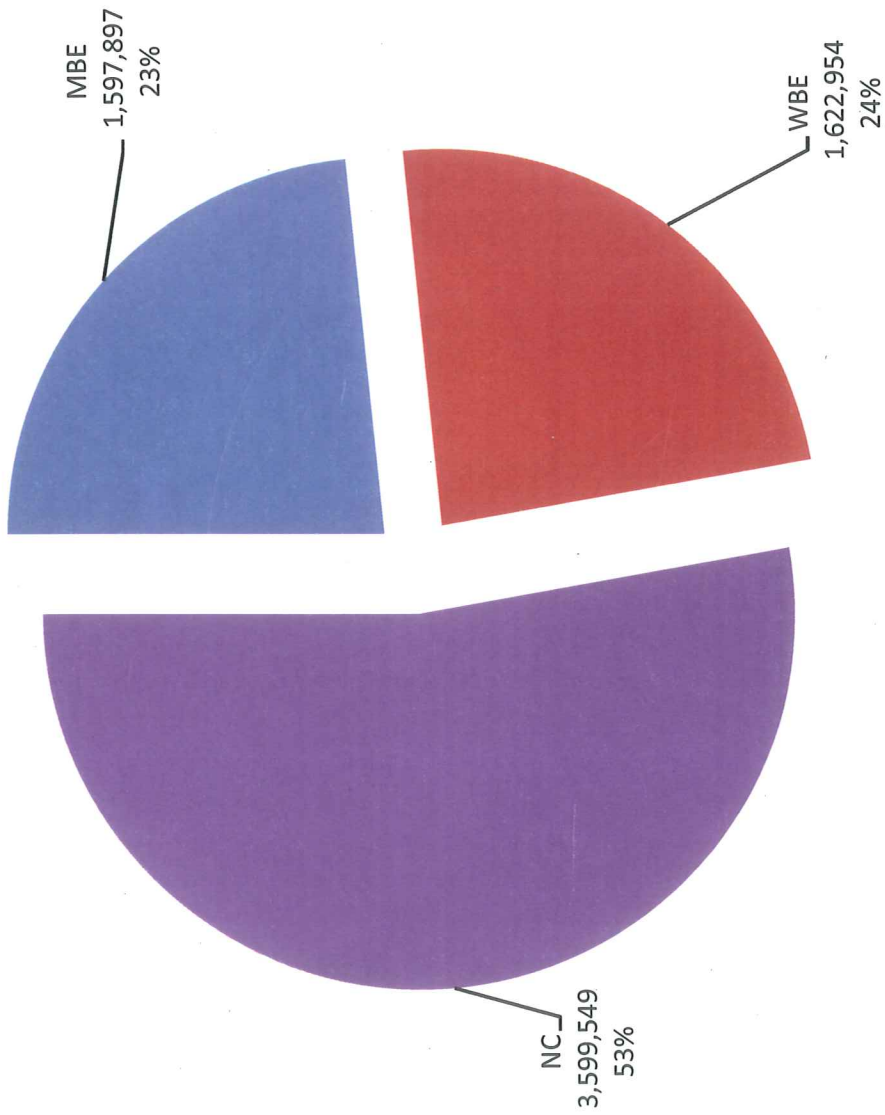
- EOP Goals**
- MBE (25%)
  - WBE (10%)
  - DBE (2%)
  - NC <63%



# BMW Ownership to date participation

## EOP Goals

- MBE (25%)
- WBE (10%)
- DBE (2%)
- NC <63%



Note: This data represents approximately 40% contract completion. Not all contractor efforts have been fully engaged at this point.