



MEETING OF THE BOARD OF TRUSTEES  
Thursday, April 5, 2012 – 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, April 5, 2012 – 3:00 p.m.

Isadore A. Shrager Boardroom

- (1) Executive Session
- (2) Consent Agenda
  - (a) Proceedings and Minutes of Decisions and Resolutions of the Joint Meeting of March 1, 2012
  - (b) Gifts and Grants
  - (c) Promotions
- (3) Report of the Chair
  - (a) Student Outcomes Presentation
- (4) Foundation Report
- (5) Report of the President
- (6) New Business

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

### Future Committee Meetings:

Jane S. Abrahams Awards	Thursday, April 5, 2012 12:00 noon – M2-34
Business Affairs	Wednesday, April 18, 2012 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1
Student Outcomes	Thursday, May 3, 2012 1:00 p.m. – Room M2-34
Audit Committee	Tuesday, June 26, 2012 12:00 noon – Isadore A. Shrager Boardroom, M2-1

Upcoming Events:

Retirees Reception	Thursday, April 19, 2012 4:00 p.m. – Rotunda
Distinguished Leadership Awards Breakfasts:	
Northeast Regional Center	Tuesday, May 1, 2012 - 8:00 a.m. 12901 Townsend Road
Northwest Regional Center	Wednesday, May 2, 2012 - 8:00 a.m. 1300 W. Godfrey Avenue
West Regional Center	Thursday, May 3, 2012 - 8:00 a.m. 4725 Chestnut Street
College Honors Tea	Wednesday, May 2, 2012 4:00 p.m. – Rotunda
Nurses Pinning	Friday, May 4, 2012 10:00 a.m. - Gymnasium
Academic Awards & Reception	Friday, May 4, 2012 6:00 p.m. - Large Auditorium, BG-10
Commencement	Saturday, May 5, 2012 10:00 a.m. - Liacouras Center Broad & Montgomery Streets
Classified/Confidential Luncheon	Wednesday, May 9, 2012 12:00 noon - Great Hall, S2-19
Foundation Annual Golf Tournament	Monday, July 30, 2012 - 11:00 a.m. Commonwealth National Golf Club 250 Babylon Road, Horsham, PA 19044
41st Annual ACCT Leadership Congress	October 10-13, 2012 Boston, MA

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COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Joint Meeting of the Board of Trustees  
and Foundation Board of Directors  
Thursday, March 1, 2012 – 3:00 p.m.

Present: Ms. Fernandez and Ms. Yocum, presiding; Ms. Becker, Mr. Bergheiser, Dr. Brown, Mr. Burrell, Mr. Caswell, Ms. Cunningham, Ms. Green, Ms. Hernández Vélez, Ms. Holland, Mr. Johnson, Mr. Magargee, Mr. Mullin, Mr. Murphy, Ms. Ponnocks, Representative Roebuck, Mr. Simons, Ms. Weigand, Mr. White, Dr. Curtis, Ms. Bauer, Ms. Brown-Sow, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

Ms. Fernandez called the meeting to order and welcomed members of the Board of Trustees and Foundation Board of Directors.

Ms. Yocum stated that she was pleased that both Boards were, once again, meeting jointly. She welcomed members of the Board of Trustees and Foundation Board of Directors.

(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 February 2, 2012
- (b) Gifts and Grants
- (c) Insurance Broker RFP
- (d) Purchase of Indigo Press

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

(2) Consent Agenda – Foundation Board of Directors

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

- (a) Minutes of the Foundation Board of Directors  
Meeting of January 12, 2012

Mr. Murphy moved, with Mr. Mullin seconding, that the Foundation Board of Directors approve the Consent Agenda. The motion carried unanimously.

(3) Report of the Student Outcomes Committee (Board of Trustees)

(3a) Dental Hygiene Program Recognition for Sustained Academic Excellence

Ms. Holland stated that the Student Outcomes Committee was recommending that the Dental Hygiene Program be recognized for Sustained Academic Excellence. She stated that the Board of Trustees approved the criteria for recognition in 2008. Ms. Holland reviewed the criteria for the recognition and noted the following accomplishments by the Dental Hygiene Program:

- From 2004-2010 the pass rate on the national certification exam was above the national average. For four of the years the pass rate was 100 percent and for the other three years it was above 90 percent;
- The pass rates reflect the outcomes for 138 students;
- The job placement rate has been 100 percent since 2007;
- The fall to spring student retention rate since 2006 has been between 83 percent and 98 percent, exceeding the College average. The fall to fall student retention rate since 2006 has been between 81 percent and 98 percent, exceeding the College average;
- The faculty have worked with Corporate Solutions to develop a workshop to train dental hygienists to administer local anesthesia. In two semesters, the net revenue from this initiative has been more than \$10,000; and
- The faculty and students since 2003 have volunteered at Sealant Saturday to provide free services that help reduce tooth decay. The value of the donated services is over \$35,000.

Ms. Holland stated that the Student Outcomes Committee reviews many audits but that the Dental Hygiene Program has by far accomplished faculty and student success, provides high quality training and has done an excellent job in the transition of students to the workplace. Ms. Holland stated that in recognition of all the accomplishments by the Dental Hygiene Program, the Committee was recommending the Dental Hygiene Program for Board of Trustees Recognition for Sustained Academic Excellence.

Ms. Cunningham moved, with Ms. Hernández Vélez seconding, that the Board of Trustees approve the recommendation. The motion carried unanimously.

Dr. Curtis stated that the recognition of the Dental Hygiene Program will be highly publicized in a number of ways by the College.

(4) Report of the Chair – Board of Trustees

(4a) Commission for Community Colleges Annual Meeting and All-PA Academic Awards

Ms. Fernandez reported that the Commission for Community Colleges Annual Meeting and All-PA Academic Awards is scheduled for April 2-3, 2012 at the Hershey Lodge and Convention Center. She stated that she, Dr. Curtis and Representative Roebuck will be attending the meeting. Ms. Fernandez stated that Board members interested in attending the meeting may contact the President's Office for arrangements.

(4b) Board of Trustees and Foundation Board of Directors Session

Ms. Fernandez reminded both Boards that a facilitated workshop would follow the meeting. Dinner prepared and served by the College's Culinary Arts students will follow the workshop.

(4c) College's Budget Hearing

Ms. Fernandez stated that the tentative date for the College's budget hearing before City Council is scheduled for Tuesday, April 10, 2012 at 1:00 p.m. in City Council Chambers, Room 400. Ms. Fernandez encouraged members of the Board to make every effort to attend the hearing.

(5) Report of the President – Foundation Board of Directors

Ms. Yocum stated that the primary purpose of the Foundation is to engage the College community in fundraising. She thanked members of both Boards for their commitment to the Foundation fundraising efforts.

(5a) Foundation Golf Tournament

Ms. Yocum reported that the Foundation Golf Tournament is scheduled for July 30, 2012 at the Commonwealth National Golf Club. Ms. Yocum thanked Mr. Burrell for all his work in organizing the event.

(5b) Challenge Grant

Ms. Yocum stated that a few months ago, a challenge grant was issued to both Boards by Mr. Honickman and Mr. Downs. She stated that she was pleased to report that Ms. Weigand and Mr. Stock had filled the final gap and allowed the two Boards to meet the overall challenge. Ms. Yocum thanked Ms. Weigand and Mr. Stock for their generous support.

(5c) Kresge Challenge

At the request of Ms. Yocum, Ms. Ray reminded the Board of the Kresge Challenge Grant. She stated that the College had to raise \$3.6 million for capital support from private donors to meet the Kresge Challenge Grant of \$1.2 million. Ms. Ray stated that as of March 1, 2012, the College had raised \$3.9 million. She thanked all members of both Boards for their support. Ms. Ray stated that she would now move forward with filing the appropriate papers with Kresge so that the Foundation can receive the \$1.2 million check. Ms. Yocum thanked Ms. Ray and her staff for their work in connection with the Kresge challenge.

(6) Report of the President

(6a) State and City Budget Status

Dr. Curtis reported that since both Boards had met, the Governor delivered his budget message. He stated that a reduction in funding for community colleges was included in the budget. Dr. Curtis stated that Mayor Nutter is scheduled to deliver his budget message for the City next week.

Dr. Curtis reported that he was continuing to meet with legislators to advocate on behalf of the College. He stated that during the month of February, he had met with Representatives Michael O'Brien and Maria Donatucci; Councilwomen Maria Quinones-Sánchez and Marian Tasco; and Councilman William Greenlee.

Dr. Curtis reported that the College hosted the new members of City Council for lunch on February 28, 2012. In attendance were a representative for Councilwoman Bass; a representative for Councilman Bobby Henon; Councilmen Kenyatta Johnson, Dennis O'Brien, and Mark Squilla.

(6b) On-Campus Events

Dr. Curtis reported that the Pathways Biannual Magazine Breakfast took place on February 22, 2012. The issue was devoted to research and education. Featured on the magazine cover was Dario C. Altieri, M.D., director, executive vice president and chief scientific officer, The Wistar Institute Cancer Center. Dr. Curtis thanked Ms. Fernandez for attending.

(6c) ACCT National Legislative Summit  
February 13-16, 2012, Washington, DC

Dr. Curtis reported that the ACCT National Legislative Summit took place on February 13-16, 2012 in Washington, DC. Ms. Fernandez, Mr. White, Ms. Brown-Sow and Dr. Curtis attended the meeting. He stated that the group had met with Senator Robert Casey and a representative from Senator Pat Toomey's office; Mr. Graham Mason, education assistant to Representative Allyson Schwartz; and Congressmen Chaka Fattah, Robert Brady, and Michael Fitzpatrick.

Dr. Curtis called attention to a document outlining the ACCT 2012 Community College Federal Legislative Priorities. He noted that the preservation of the current appropriated Pell Grant maximum is the top priority for community colleges.

(7) New Business

There was no new business discussed at the meeting.

(8) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 5, 2012 at 3:00 p.m. in the Isadore A. Shrager Boardroom, Room M2-1.

The meeting adjourned at 3:30 p.m. Both Boards reconvened for a facilitated workshop.



COMMUNITY COLLEGE OF PHILADELPHIA  
Joint Meeting of the Board of Trustees and Foundation Board of Directors  
Thursday, March 1, 2012 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Ms. Fernandez and Ms. Yocum, presiding; Ms. Becker, Mr. Bergheiser, Dr. Brown, Mr. Burrell, Mr. Caswell, Ms. Cunningham, Ms. Green, Ms. Hernández Vélez, Ms. Holland, Mr. Johnson, Mr. Magargee, Mr. Mullin, Mr. Murphy, Ms. Ponnocks, Representative Roebuck, Mr. Simons, Ms. Weigand, Mr. White, Dr. Curtis, Ms. Bauer, Ms. Brown-Sow, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

Ms. Fernandez and Ms. Yocum welcomed members of the Board of Trustees and Foundation Board of Directors.

(1) Consent Agenda – Board of Trustees

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of February 2, 2012
- (b) Gifts and Grants
- (c) Insurance Broker RFP
- (d) Purchase of Indigo Press

(2) Consent Agenda – Foundation Board of Directors

The Foundation Board of Directors approved the following Consent Agenda:

- (a) Minutes of the Foundation Board of Directors  
Meeting of January 12, 2012

(3) Report of the Student Outcomes Committee

(3a) Dental Hygiene Program Recognition for Sustained Academic Excellence

The Board approved the Dental Hygiene Program Recognition for Sustained Academic Excellence.

(4) Report of the Chair – Board of Trustees

(4a) Commission for Community Colleges Annual Meeting and All-PA Academic Awards

The Commission for Community Colleges Annual Meeting and All-PA Academic Awards is scheduled for April 2-3, 2012 at the Hershey Lodge and Convention Center.

(4b) Board of Trustees and Foundation Board of Directors Session

Both Boards were reminded that a facilitated workshop would follow the meeting and that dinner prepared and served by the College's Culinary Arts students would follow the workshop.

(4c) College's Budget Hearing

The College's budget hearing before City Council is scheduled for Tuesday, April 10, 2012 at 1:00 p.m. in City Council Chambers, Room 400.

(5) Report of the President – Foundation Board of Directors

Ms. Yocum thanked members of both Boards for their commitment to the Foundation fundraising efforts.

(5a) Foundation Golf Tournament

The Foundation Golf Tournament is scheduled for July 30, 2012 at the Commonwealth National Golf Club.

(5b) Challenge Grant

The challenge grant issued to both Boards by Mr. Honickman and Mr. Downs has been met by the generous support of Ms. Weigand and Mr. Stock.

(5c) Kresge Challenge

The Boards were informed that the College had met the Kresge Challenge Grant.

(6) Report of the President

(6a) State and City Budget Status

The Boards were informed that the Governor had delivered his budget message Mayor Nutter is scheduled to deliver his budget message for the City next week.

The College hosted the new members of City Council for lunch on February 28, 2012.

(6b) On-Campus Events

The Pathways Biannual Magazine Breakfast took place on February 22, 2012.

(6c) ACCT National Legislative Summit  
February 13-16, 2012, Washington, DC

The ACCT National Legislative Summit took place on February 13-16, 2012 in Washington, DC.

(7) New Business

There was no new business discussed at the meeting.

(8) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 5, 2012 at 3:00 p.m. in the Isadore A. Shrager Boardroom, Room M2-1.

The meeting adjourned at 3:30 p.m. Both Boards reconvened for a facilitated workshop.



**COMMUNITY COLLEGE OF PHILADELPHIA  
Office of Institutional Advancement  
Monthly Summary of Grants and Gifts  
April 2012**

**Foundation Grant**

The Samuel S. Fels Fund has funded the Fels Summer Internship grant for \$6,000. This project will support a graduate student intern to develop a model for an expungement clinic service learning project. The expungement clinics will allow students with a criminal record to greatly increase their civic and employment opportunities following graduation, while allowing current Paralegal Studies students to work under the supervision of attorneys on the expungement process. The intern will establish the necessary partnerships, materials and documents, and processes necessary to successfully run the clinic.

# STUDENT OUTCOMES COMMITTEE OF THE BOARD OF TRUSTEES

## MINUTES

Thursday, March 1, 2012

1:30 p.m. - M2-34

**Presiding:** Ms. Stacy Holland  
**Present:** Ms. Helen Cunningham, Dr. Stephen Curtis, Ms. Varsovia Fernandez,  
Dr. Judith Gay, Ms. Lydia Hernández Vélez, Dr. Samuel Hirsch, and  
Dr. James Roebuck  
**Guest:** Dr. Mary Anne Celenza

### (1) Executive Session

The Committee was informed of the activities of the faculty recommended for merit promotion. An overview of the selection criteria was provided.

**Action: The Student Outcomes Committee of the Board agreed to recommend to the full Board acceptance of the recommended list of faculty for promotion.**

### (2) Public Session

#### a) Approval of Minutes of February 2, 2012 (Action Item)

The minutes were accepted.

#### b) Culture, Science and Technology Audit Follow-up Report (Action Item)

Dr. Celenza was asked to offer an opinion of the progress of the program to date. Dr. Celenza stated that the Curriculum Coordinator, Laura Davidson, printed out 5,000 plus data sheets to get a sense of the student profile. She also pulled together a conversation with Counseling and Advising. Based on the steps followed, she and Laura Davidson concluded that one strategy will not fit all students. They want to bring other resources, primarily from Student Life, into the conversation.

Board members stated that they believed the document provided seemed light for a follow up report. There are potentially rich collaborations possible but it is not obvious in the document.

Dr. Celenza responded that they do have a clear vision of a health track and a science track. She and Laura Davidson believe they need to explore further because the work needed for the program crosses areas at the College. A big

concern is the student who may never get into a health or science program. Many students come in looking for a career. Dr. Celenza stated that the next steps are: (1) put in place the next steps; (2) get the health and science pieces figured out; and, (3) engage in broader conversations related to developmental education.

Board members discussed whether the program is set up for students who are not transferring. Dr. Celenza responded that we need to factor in who the students are who are entering the program.

Board members stated that they need more specificity and context in the follow up reports. The document should tell the story of the program.

For the June update, the Board expects clarity on interventions (particularly for recommendation #5 related to developmental education).

**Action: None**

**c) Financial Aid Regulations Update (Information Item)**

The agenda item was deferred to a future meeting.

**Next Meeting:**

The next meeting of the Student Outcomes Committee of the Board is scheduled for Thursday, April 5, 2012 at noon (Jane S. Abrahams Award Interviews and Selections) in room M2-34.

**Attachments:**

Minutes of February 2, 2012  
Culture, Science and Technology Audit Follow-up Report

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

**MINUTES**

**Thursday, February 2, 2012**

**1:30 p.m. – Room M2-34**

**Presiding:** Ms. Stacy Holland  
**Present:** Dr. Stephen Curtis, Ms. Varsovia Fernandez,  
Dr. Judith Gay, Dr. Samuel Hirsch, Mr. Chad Lassiter, Dr. James  
Roebuck, and Ms. Dorothy Sumners Rush  
**Guest:** Dr. Marian McGorry

**(1) Executive Session**

There was no Executive Session.

**(2) Public Session**

**a) Approval of Minutes of January 5, 2012 (Action Item)**

The minutes were accepted.

**b) Recommendation for Sustained Excellence Recognition for Dental Hygiene Program (Action Item)**

Dr. Gay recommended the Dental Hygiene Program for the Board of Trustees Recognition of Sustained Excellence. The nomination has the support of the Dean of the Division of Mathematics, Science and Health Careers, Dr. Celenza, as well as the support of Dr. Curtis. Dr. Gay reviewed the criteria that the Board of Trustees passed in June 2008. She stated that the Dental Hygiene Program exceeds the criteria, particularly by having a pass rate on the credentialing exam of over 90% for seven years (and 100% for three of the seven years) for more than 100 students in the program. There was a brief discussion of the retention rate in the program. Dr. Gay stated that the retention rate was discussed in the Dental Hygiene Program Audit. In addition to being a demanding program, students sometimes have life challenges that make it difficult to complete the program on time. Since 2008, however, retention has increased by 12.5% and currently exceeds the Commission on Dental Accreditation standard.

**Action: The Student Outcomes Committee of the Board agreed to recommend to the full Board the Dental Hygiene Program for the Board of Trustees Recognition of Sustained Excellence.**



There was a brief discussion about whether the recommendation should be presented in the public session of the next Board meeting or the executive session. Dr. Curtis agreed to confirm that the recommendation should be discussed in the public session.

**c) Academic Program Audit: Computer Science Program (Action Item)**

Dr. McGorry presented the highlights of the Computer Science Program Audit. After discussion, the Student Outcomes Committee of the Board postponed approving the Computer Science Audit. The Computer Science Program is required to provide a status report on achievement of the recommendations in the audit by January 2013. Additionally the Program must explain: What innovations are planned moving beyond the one year of activities in the audit? What is the program doing to enhance enrollment and improve graduation rates? Finally, the Student Outcomes Committee of the Board expect faculty to be present at the meeting when the status report is presented.

**d) Community College Baccalaureate (Information Item)**

Dr. Curtis provided an overview of a proposal to seek authorization from the Pennsylvania State Board of Education to offer selected baccalaureate-level curricula leading to one of three degrees: Bachelor of Applied Science; Bachelor of Applied Technology; or Bachelor of Science. The proposal is a collaborative effort with the College, Bucks County Community College, Delaware County Community College and Montgomery County Community College. The proposed model will enable the four community colleges to provide a core of baccalaureate offerings, at an affordable tuition rate, that will expand pathways for students, particularly in career and technical areas.

**Next Meeting:**

The next meetings of the Student Outcomes Committee of the Board is scheduled for Thursday, March 1, 2012 at 1:30 p.m. in conference room M2-34.

**Attachments:**

Minutes of January 5, 2012  
Academic Program Audit: Computer Science Program  
Community College Baccalaureate  
Recommendation for Sustained Excellence Recognition for Dental Hygiene Program

***Culture, Science and Technology***

***Audit Follow-up Report***

***Submitted by:***

***Laura Davidson***

***Curriculum Coordinator, Culture Science and Technology Program***

***Mary Anne Celenza***

***Dean, Mathematics, Science and Health Careers***

February 20, 2012

## I. Rationale for the Follow-Up Report

The Academic Program Audit of the Culture, Science, and Technology (CST) Program was completed and presented to the Student Outcomes Committee of the Board (SOC) on September 1, 2011. The SOC required a progress report in February 2012 and a plan by June 2012. (SOC Minutes, September 1, 2011, p.2).

This report provides data on the CST program that was not included in the audit, and places program issues in the context of program challenges for CST students. The report also includes recommendations.

## II. Current Function and Purpose of the CST Program

CST is an open program without additional requirements for entry. Upon application to the College, students who indicate an interest in a select program in Science, Technology or Health Careers are placed into the program, regardless of their English placement level or program of choice. Most students do not intentionally seek admission to the CST program as the program of choice. To insure that students who do not gain admittance into the select program of their choice can graduate from the College, CST was designed as a transfer program and, as such, the purpose of the CST program is to provide students the opportunity to do one of the following:

1. Change to another CCP program such as Nursing, an Allied Health program or the Computer Science program to obtain an associate degree in a specific discipline.
2. Graduate with an associate's degree from the CST program with the intent to transfer to another college or university.

## III. Program Data

Data from five semesters (Fall 2008 to Fall 2010), not including the summer terms, were reviewed and the results are as follows:

1. A total of 5,194 students entered the CST program during those five semesters and 73.1% of the students (N= 3797 students) were at Level II through VI on the College's placement test in English.
  - College Levels
    - Levels V and VI = 11.2% (N = 582 students)
  - Developmental Levels
    - Level IV (ENGL 098 regular) = 9.3% (N = 483 students)
    - Level III (ENGL 098/108) = 18.4% (N = 956 students)
    - Level II (ENGL 098/099) = 34.2% (N = 1776 students)

2. Of the 5,194 students in the program 52.3% (N =2,766 students) were able to enroll in ENGL 101 (Levels V and VI) while in the CST program. This information is significant because most college level courses require that students be ENGL 101 ready or require that students have taken and passed ENGL 101.
3. Of the 5,194 students in the program, 40.9% (N = 2,126) eventually passed ENGL 101 with a grade of at least a D and 36.6% (N = 1902) passed on the first attempt.
4. Of the 5,194 students in the program, 25% (N = 1,299 students) went on to earn a GPA of greater than or equal to 2.5 in credit bearing courses while 11.4% of the 5,194 (N = 604) earned 4 credits with a GPA of less than or equal to 2.49.

The data show that only 11.2% of the students placed in the CST program enter the program college ready in English. Most CST students (59.1%) never pass English 101. Thus, most students falter far before they begin the core Science, Math and Health courses needed for completion of this degree or to enter the select program of their choice. Only one out of four CST students eventually achieves a GPA which may make that student a viable applicant to a health care or science program. The lack of academic progress prevents them from taking college courses related to their career goals.

#### IV Recommended Short Term Strategies for Improvement

Recommendation #1: Improve Advising.

Timeline – ongoing starting Spring 2012

Resources Needed: Collaboration with Office of Academic Advising

Recommendation #2: Link the College Success Seminar (COL 101) with either Allied Health 101 (Health Careers Concentration) or ASET 101 (Science/Technology Concentration). These courses will develop student skills as well as expose students to career choices and required academic preparation, personal attributes and professional skills required for their field of interest. It is proposed that a pilot of the linked courses run and data collected be used to determine whether resources expended to run the linked courses are justified through increased student success and retention

Timeline – Fall 2012 (Planning) Spring 2013 (Implementation)

Resources Needed – Faculty for linked courses AH 101, ASET 101 and COL 101.

Recommendation #3: Provide incoming CST students additional and specialized information about the CST program. An admissions packet should be designed that includes the following information:

1. Broad Description of the goals and purpose of the CST Program
2. Resources available to students in the CST Program such as
  - a. Information about the role of the CST Curriculum Coordinator
  - b. Benefits of taking either AH 101: Introduction to Health Careers or ASET 101: Science, Technology and Public Policy
  - c. Overview of the CST curriculum
  - d. Requirements for pathways that students may take once they are in CST (e.g. transfer into another program or graduation as a CST major)

Timeline - Spring 2012 (budget submission & planning), Fall 2012 (distribution)

Resources Needed – Materials, staff time

Recommendation #4: Implement a specialized early intervention for students showing signs that they are falling short of what is required to reach a career in Health Care or Science. At this point, it is not too late for students to make positive changes in their performance:

- o Students with a cumulative GPA of less than 2.5 after passing English 101
- o Students who receive a C or below on their first Science course

Timeline – Fall 2012 (Planning), Spring 2013 (Implementation)

Resources Needed - Staff time

Recommendation #5: Address the needs of CST students in developmental courses. The large number of students who do not progress into or fail to pass ENGL 101 should be assisted in their academic endeavors through the initiatives of the Office of Developmental Education. The Director of Developmental Education is currently working on strategies to assist students who have difficulty getting into and passing ENGL 101. The CST Curriculum Coordinator will serve as a resource as necessary to provide information to the Office of Developmental Education.

Timeline – Fall 2011 and ongoing

Resources needed – Staff time

#### IV. Summary

This update proposes short term strategies to address the need for communication and information to be provided to CST students. As documented above, CST students are not likely to have chosen this curriculum but rather are placed into the CST curriculum due to other circumstances. This can result in confusion and lack of direction on the part of the student.

Long-term planning must address the structure of the curriculum and re-conceptualize how students with an interest in select programs in Science, Technology and Health Careers may be best served by the College. The process by which students are admitted and progress through a curriculum should be modified by requiring intentional choices and goal identification by students on a regular basis. These recommendations will be fully developed as part of long term proposal for change to the CST Program. The data collected as part of the implementation of the short-term strategies may provide information for the future modification of the CST curriculum.

**MEETING OF AUDIT COMMITTEE**  
**Community College of Philadelphia**  
**Wednesday, March 21, 2012– 12:00 Noon**

Present: Mr. Richard Downs, presiding *via teleconference*; Ms. Dorothy Sumners Rush, Ms. Varsovia Fernandez, Dr. Stephen M. Curtis, Dr. Thomas R. Hawk, Mr. Waverly Coleman, Ms. Elaine Kosieracki, Dr. Judith Gay, Mr. Todd Murphy, Mr. James P. Spiewak, Jill Garfinkle Weitz, Esq. and representing KPMG: Ms. Chris Chepel and Mr. Arthur M. Ayres, Jr.

**AGENDA – PUBLIC SESSION**

**(1) 2010-11 A-133 Audit Report (Information Item):**

Attached separately are the 2010-11 Financial Statements with the A-133 audit report appended. Pages 1 to 46 contain the 2011 fiscal year audit previously reviewed and accepted by the Audit Committee and the Board of Trustees. Pages 47 to 63 contain the A-133 Audit. Ms. Chepel of KPMG reviewed the structure of the A-133 audit report. The schedule of federal awards is provided on pages 47-48. The summary of the audit findings begins on page 55. The College's corrective action plan is provided in pages 64-68.

There were seven major programs that were audited this year. Programs that exceed \$300,000 or are considered "high risk" are selected for audit. Student Financial Aid programs are always the largest federally-funded programs for the College and always require audit to ensure the College is meeting federal guidelines. Since not all federal programs will meet the \$300,000 threshold, KPMG will not audit programs that have been audited with no findings in the past, and will select smaller programs. This gives KPMG an opportunity over time to audit most federally-funded programs.

Mr. Downs asked that the summary of audit results on page 56 be changed to include the dollar amounts of the major programs audited.

Ms. Chepel explained that for six out of seven major programs audited, the College was issued an "unqualified opinion." However with respect to the Pathway's Out of Poverty Grant, the College was issued a "qualified opinion with scope limitation." The scope limitation was issued due to the fact that KPMG was unable to completely audit the eligibility of some of the participants because some student record information was not available.

Mr. Ayres reviewed the four audit findings. He explained that the first three related to the Pathway's Out of Poverty Grant. The first issue was created by incomplete information in the grant's student files. He noted that since the initial KPMG audit, the number of exceptions had been reduced by staff providing documentation that was originally missing from the audited student files. Ms. Chepel explained that this program had been audited by the Department of Labor in summer of 2011 and that the findings from that review were considered in the KPMG audit. The Pathways Out of Poverty Grant is now over and College staff have taken the necessary steps and corrective action that were identified in the Department of Labor audit. Mr. Murphy stated that Mr. Coleman and his team have been

working diligently to try to obtain the necessary documentation to clear the KPMG audit finding on missing student documentation. The College has contracted with an outside vendor to assist in the document collection process. Mr. Coleman stated that in future grants, there will be a complete management review of all participant files to ensure all required information and required student signatures are collected. Ms. Sumners-Rush emphasized the importance of active monitoring. The correct staff must be engaged in monitoring efforts or lapses will occur. Ms. Fernandez agreed and stated that is critical to have one person focus on contract compliance. Dr. Hawk explained that the College had recently created a position of “Manager of Grants and Compliance” to assist the grants staff with future compliance review procedures.

Mr. Ayres stated that the second finding dealt with the Department of Labor reporting requirement for the Pathway’s Out of Poverty Grant. He stated that quarterly program reports were not consistent. He recommended that the College implement policies and procedures that ensure the collection of accurate statistical data. However, he noted that the College did make the necessary corrections and had provided them to KPMG, regarding retained participants to the ETA-9153 report in the September 30, 2011 Department of Labor reports. Mr. Murphy commented that in addition to the newly-established review process that is now in place by the Grants staff to ensure that all underlying data provided by program staff is reviewed and approved before submission, the Director of Grants in the College’s Grant Office and the Manager of Grants and Compliance in the Controller’s Office will now review, analyze and approve all reports prior to submission.

Mr. Ayres stated that the third finding dealt with “Subrecipient Monitoring” for the Pathway’s Out of Poverty Grant. He explained that originally this was a bigger finding, but the College was able to produce additional documentation that cleared all organizations except one. KPMG recommends that the College ensure that future subawards of ARRA funds include identification of the CCR (Central Contractor Requirements) policies. Mr. Murphy stated that procedures are now in place to ensure that at the start of any federal grant, all subrecipients will be identified and the appropriate notifications and associated tracking controls will be established.

Ms. Ayres stated that the fourth finding was a procurement issue—ensuring that no vendors were on the suspension/department list for federal purchases. Grants where this was an issue were: Tech-Prep Education, Pathways Out of Poverty, and Predominantly Black Institutions. KPMG recommended that the College develop policies and procedures to document suspension and debarment for all vendors and subrecipients. Mr. Murphy responded that while the College agreed with this finding regarding documentation, the College had performed the suspension and debarment check but had not documented this step in the grant files. The College now has procedures in place whereby all background checks of vendors and/or subrecipients are completed using the EPLS (Excluded Parties List System). Results will be printed, dated and maintained in a file maintained by the College’s Purchasing Office. Ms. Weitz stated that the College did have the suspension and debarment language in RFPs (Requests for Proposals), but not in contracts. However, now all of the College’s contracts have been modified to contain that language, specifically in all the MOU’s (Memorandum of Understanding) for the 20 million dollar TAACCCT grant. Mr. Ayres stated that either approach (contract or RFP) would be acceptable from an audit perspective.



The Committee discussed the College's role as the lead institution for the 20 million dollar TAACCT Grant. Mr. Downs asked how the College would manage the grant. Dr. Curtis explained that the grant is paying for an administrative staff. There is an Executive Director, Compliance Manager, two Grant Accountants and a Research Assistant. The complexity of the grant required a staff of this size. He explained that this is another Department of Labor grant on a much bigger scale; and that tight management procedures are essential. Staff have learned from the Pathway's Out of Poverty Grant that the Department of Labor is difficult with which to work. To the extent possible, the College is requiring that procedural directives from the Department of Labor be made in writing.

Mr. Downs asked how the TAACCCT grant would be audited. Ms. Chepel explained that KPMG would not audit the other 13 Colleges. Those colleges will be audited *via* their individual A-133 audits. However, since the College is the lead institution, KPMG will review how the College is monitoring the subrecipients (other colleges). The College's individual program initiative for the grant will be audited in the same manner as the Pathways Out of Poverty Grant. Mr. Murphy asked if one of the other 13 colleges has an A-133 finding will that become an automatic finding for CCP. Ms. Chepel stated that would not be the case necessarily. If there are issues of fraud or abuse, then the College will definitely have a reported finding. KPMG's audit focus will be to see how the College will monitor the other colleges and address their audit findings. The Committee discussed the importance of active on-site monitoring of the other colleges by the TAACCCT grant's administrative staff.

Dr. Hawk noted that a few of the smaller colleges may have issues with meeting reporting standards. Ms. Chepel stated that if there is a serious finding and that College is considered "high risk," CCP may want to consider having a special agreed-upon procedures audit for that specific college. Ms. Fernandez asked why not have KPMG perform all the audits. Ms. Chepel explained that would result in a redundant audit process and extra audit costs which the A-133 audit process is intended to eliminate.

Dr. Hawk stated it was important for the Committee to note that there were no audit findings with respect to the College's management of its Title IV federal financial aid programs.

## **(2) Internal Audit Update (Information Item):**

Ms. Elaine Kosieracki, Internal Auditor, provided a status report on the 2011-12 internal audit activities. An investigation was completed that reviewed the procedures followed by the project manager for the Pathways Out of Poverty Grant. The project manager ran additional classes for participants that were not approved by the Department of Labor and the invoices were subsequently rejected for payment. This created a liability for the College of \$55,000 and led to the termination of the project director. She noted that there were also procedural issues that needed correction. Specifically, the project director was sharing passwords and not following College invoicing procedures.

Ms. Kosieracki explained that she completed an audit of the Bursar's cash collection process and determined that all the necessary policies and procedures are in place. Culinary Arts was selected for audit. She noted there are still a few operating issues with the new facility. Lock issues have resulted in doors being propped open, which could allow unauthorized access to kitchens and might lead to theft of equipment. Ms. Kosieracki stated in

her first reviews that she felt the College was on track with the TAACCT grant. She explained there appears to be carefully managed procedures in the collection of documents.

**(3) Next Meeting:**

The Committee decided that the next Audit Committee meeting would be held on Tuesday, June 26, 2012 at 12:00 noon in the College's Isadore A. Shrager Boardroom, M2-1. At that time, KPMG will provide an overview of the 2011-12 fiscal year audit process and invite Committee members' suggestions for issues which should be treated as a special focus in the audit process.

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